

R4

USAID/MEXICO

**Results Review and
Resource Request (R4)**

15 MARCH 2000

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Released on or after Oct. 1, 2002

R-4 COVER MEMO

Because conditions in Mexico impact on US citizens more than any other country's, the Overseas Presence Committee ranked Mexico a 5+ (highest priority for US foreign policy). In recognition of this, and Mexico's key role in global development objectives in environment, health, democracy and economic growth, the Agency ranked the USAID/Mexico program a 4+. This clearly defines a high priority USAID/Mexico role in supporting USG foreign policy, as well as Agency development, objectives.

In the past year, the Mission responded to several new policy directives from Washington, creating two new SOs (Tuberculosis and Microenterprise), to a Presidential Initiative to support partnerships with Mexico's aid program, and to the Secretary of State's Trilateral US-Mexico-Canada Initiative for Central America. We were also instructed by STATE Department to design a special program for elections' support. Still pending is a Washington decision on possible additional funding to support election observers from the US.

We do not believe that Mexico's July presidential-congressional elections will change the basic thrust of our program because we are addressing shared, long-term US-Mexico priorities. However, key personnel will almost certainly change, and it will take some time for new personnel to become familiar with our programs. We anticipate a period of transition after both the Mexico and US elections, during which major decisions are not likely to be taken by either administration. While waiting for the political smoke to clear, USAID/Mexico will work to consolidate gains and identify program modifications to enhance effectiveness and results.

The Mission is positioning itself to respond to evolving conditions in Mexico. At the mid-point in our 10-year Environment Strategy, the **Energy SO** is drawing up plans for insuring permanent Mexican institutional capacity to carry on the program of testing and adoption of energy efficient and pollution reducing technologies. In addition to continuing our strong efforts in priority protected areas, the **Biodiversity SO** will incorporate other measures -- such as improved land-use -- into the work of GOM and NGO partners, to enhance biodiversity protection on a broader scale. Mexico was identified by the Agency as one of the five most critical countries in the world for **USG Global Climate Change (GCC)** mitigation objectives. We are studying ways of integrating "green" and "brown" activities, to help achieve the USG's GCC policy goals, in anticipation of issues and decisions from the November, 2000 international CoP VI meetings. The **Democracy SO** programs are being assessed, and may be re-focused to get maximum impact from our limited funds. Some democracy activities may be phased out and new activities designed, to reflect Mexico's evolution in various areas. For example, a final assessment under the National Center for State Courts (NCSC) Cooperative Agreement will identify new opportunities in the justice sector as the basis for re-designing and re-bidding this activity. Mexico also plans to collaborate with the Central America Regional **HIV/AIDS** program, focusing on Mexico's hot spots - sites where inter-regional migration creates conditions conducive to the spread of this disease. This should make both Mexico and Central America Missions' HIV/AIDS programs more effective. Next year's R-4 will reflect any changes in USAID/Mexico's program content, direction and performance indicators. Additionally, the attached table outlines definitive changes in reporting in this year's R4 and signals changes for next year's R4.

In October, 1999, PPC evaluated the Mission's other donor coordination. We are anxious to see the final report. Although the GOM does not encourage direct donor collaboration, the Mission is leveraging significant other donor resources toward its objectives. This includes large-scale replication of our environmental and energy conservation models by the Multilateral Development Banks; and obtaining Japanese bilateral assistance under the common agenda in HIV/AIDS, tuberculosis, and environment.

USAID/Mexico manages more SOs with fewer staff than any other LAC Mission. We are the next to the top LAC Mission in ratio of staff to program dollars managed. This remarkable efficiency is due to: extensive use of Global Bureau implementing mechanisms; well-trained, highly motivated Mexican partner implementing institutions; some administrative support from our regional hub Mission in El Salvador; and giving Mission staff “stretch” assignments beyond their job descriptions. To insure effective, prudent management of our growing program, we followed EXO/El Salvador's recommendation to increase FSN staff in key administrative functions (financial, computer systems management, and contracting), and in program support. We also added an expert in GCC, and filled the AAAS Fellow position, on the Environment SO Team. In FY 2000, a Long-Term Technical Advisor and a Rule of Law Specialist will be recruited to manage the new microenterprise strategy and revised justice activities, respectively. The unexpected departure of our Environment SO Team Leader last September caused a major program set-back. We must replace the leader of our large environment program as soon as possible. However, we learned from experience that high-caliber candidates would not apply for the position at the current GS-14 level. Therefore, we request strong Bureau backing for re-classifying the position to a GS-15.

Our experience indicates that a mid-sized, growing Mission such as USAID/Mexico requires, in some areas, a different kind and level of support than is contemplated in the current regional hub concept. “Distance management” creates difficulties in managing a program as complex and sensitive as Mexico's, especially in the financial management area. In light of the fact that Central America Missions may be reducing staff, we propose that USAID/Mexico staff be increased by one financial manager and that more financial management decision authority be transferred from USAID/El Salvador to Mexico. We would seek a retired, former USAID Controller who could insure Mission compliance with financial regulations, while more efficiently meeting our program needs. We also need to recruit one additional FSN Financial Analyst in accordance with EXO/El Salvador's recommendations.

The demands of Mexico's growing program have obligated the two USDH employees to spend at least 50% of their time serving as project managers. Given the complexity of our mid-sized portfolio, this is no longer a prudent way to approach program management. We recommend Washington consider adding a USDH General Development Officer (GDO) position, and assist in recruiting an experienced officer who can free Mission management for policy and strategic level work.

While Mexico was growing to a mid-sized Mission in program and staff, its OE levels were held steady or cut. Given our most recently reduced OE level, the Mission projects OE shortfall of \$81,000 for FY 2000. To cover this shortage, the Mission requests restoration of the recent \$17,000 FY 2000 OE cut; and immediate return of \$43,000 OE from an end-FY 1999 transfer to

El Salvador. We may be able to absorb or defer the remaining \$21,000 in FY 2000 OE requirements. The Mission requests that the Bureau re-evaluate Mexico's OE needs, in light of its growth and program size.

Mexico has used Global Bureau funds, (microenterprise and bilateral aid cooperation), existing program funds (GCC) and advance program funds (Tuberculosis) to design the new programs required by Washington. However, we request access to PD&S funds from now on, to continue to develop program responses to policy imperatives. We also need PD&S to carry out required economic/financial/institutional Risk Analysis for two FY 2000 DCA credit guaranty authority proposals submitted for microenterprise and energy.

The Trilateral Central America Initiative was funded in FY 2000 at a first-time level of \$300,000. However, the Mission will need an estimated \$500,000 per year after FY 2000, to carry out this high-visibility political initiative.

Only \$200,000 of the \$300,000 requested in FY 2000 funding was provided for USAID/Mexico's participation in the Central America regional HIV/AIDS and Mobile Population program. The Mission requests the additional \$100,000, in accordance with prior LAC/RSD decisions.

Entering the Third Quarter of the Fiscal Year, USAID/M still does not have final budget figures for ESF or INC money. The INC funds typically arrive at the end of the Fiscal Year, at half the level requested. The chronically cash-starved Democracy program has had to use emergency stop-gap measures to keep from closing smaller NGOs that cannot carry their own programs if USAID funds are delayed. Last year's Environment money arrived so late in the FY that it created the appearance of excess pipeline, which may have contributed to Washington's \$1 million program cut in FY 2000. We request that the Environment funds be restored fully in FY 2001. We recognize Washington's difficulties in dealing with an increasingly complex budgeting process. However, the growing funding delays make it hard to plan for and manage field programs. The Mission asks that an effort be made to get funds out by the Second Quarter of each Fiscal Year.

Finally, USAID/Mexico has requested a comprehensive list of all Global Bureau-funded programs in Mexico. We request a similar list from other Bureaus which centrally fund projects in Mexico, e.g. LAC and BHR. We also ask Washington's cooperation in vetting all new centrally-funded program proposals with the Mission at an early stage, to assure consistency with our approved 5-year Country Strategy and with Country Team policy and objectives.

Table 1: Changes in indicators reported in the R4

SO	R4 Change
523-006-001 Biodiversity	Indicator no longer reported in the R4: #10: Total dollar level capitalization of the FMCN; the corresponding Sub IR 1.4.1 (FMCN fully operational and fulfilling its environmental mandate) was attained in 1998.
	Changes to next year's R4: The biodiversity team is in the process of reviewing and enhancing program indicators; results will be reported in next year's R4.
523-007-01 Energy	New indicator reported in this year's R4: #8 Improved Mexican capacity in RMS and renewable energy technologies); improved institutional capacity will lead to wider adoption of program technologies.
523-004-01 Democracy	Indicator no longer reported in the R4: #2, under IR 3.2.2, (Number of legislative initiatives prepared and presented by citizen groups to the federal Congress. This indicator has proven not to significantly support the sub-IR achievement, due to severely constrained resource levels. Other activities in this sub-IR area have been funded at a level, which will produce results against the sub-IR achievement.
	Changes to next year's R4: The team will examine advantages of reporting SO indicator 3.1 (Percent of municipalities requesting information from target municipalities or from the participating municipal associations that implemented a local governance project based on that information) in next year's R4 to reflect SO achievement through replication of USAID-developed models for local governance best practices.
523-002-01 HIV/AIDS /STIs	<p>The PMP was modified; each indicator is now reflected by a number. See supplemental Annex 3 for clarification.</p> <p>Changes to this year's R4: Indicators #2 (Proportion of individuals presenting with specific STIs in Secretariat de Salud (SSA) primary level health facilities who are managed in an appropriate way) and #3 (Proportion of individuals seeking care in SSA primary level health facilities who are managed in an appropriate way for HIV/AIDS) will not be reported in this year's R4; data was collected from the service-provision assessments carried out 12/99-3/00 and analysis will be completed third-quarter of 2000. Results will be reported in next year's R4. Indicator #4 (Number of target states with on-going public-private collaborations) is included in this year's R4 to reinforce key results.</p> <p>Changes to next year's R4: During FY 2000, the team will examine the advantage of reporting indicator # 7 (Number of target states with three or more new institutional partners starting or significantly increasing their involvement in HIV/AIDS prevention) in next year's R4.</p>
523-008-01 Tuberculosis	Changes to next year's R4: The TB team considers its proposed indicators and data collection methods to meet Agency requirements. Experience during the program's first year of implementation may result in modifications reflected in next year's R4.

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Glossary:

ADR	Alternative Dispute Resolution
ALIANZA	National Agricultural Program
ATPAE	Association of Professionals and Technicians for Energy Applications
AVSC	AVSC International
CENAVID	Center for Assistance to Victims of Crime (Centro para la Atención a Víctimas del Delito)
CDC	Center for Disease Control
CFE	Electric Federal Commission (Comisión Federal de Electricidad)
CI	Conservation International
CMPL	Mexican Center for Cleaner Production (Centro Mexicano para la Producción más Limpia)
CONABIO	National Commission for the Study and Use of Biodiversity
CONAE	National Energy Saving Commission (Comisión Nacional para el Ahorro de Energía)
CONAPO	National Population Council (Consejo Nacional de Población)
CONASIDA	Mexico National AIDS Program (Consejo Nacional para el Control y Prevención del SIDA)
CO ₂	Carbon Dioxide
CSO	Civil Society Organization
DA	Development Assistance funds
DF	Federal District – Mexico City and environs (Distrito Federal)
DOE	Department of Energy
EE	Energy Efficiency
EETP	Energy and Environment Training Program
ELI	Environmental Law Institute
ESCO	Energy/Environment Service Company
ESF	Economic Support Funds
FIDE	Electric Energy Savings Trust Fund (Fideicomiso de Ahorro de Energía Eléctrica)
FIRCO	Shared Risk Trust Fund (Fideicomiso de Riesgo Compartido)
FJC	US Federal Judicial Council
FMCN	The Mexican Conservation Fund (Fundación Mexicana del Conservación)
FSN	Foreign Service National
GCC	Global Climate Change
GEF	Global Environment Facility
G/ENV/EET	Global Center for Environment/Office of Energy, Environment, and Technology
GHG	Greenhouse Gas
GOM	Government of Mexico
ICMA	International City/County Managers Association
IDB	Inter-American Development Bank
IEA	International Energy Agency
IMSS	Mexican Social Security Institute (Instituto Mexicano del Seguro Social)
INC	International Narcotics Control Foreign Assistance Funds
INE	National Institute of Ecology
INL	State Department International Narcotics Liaison
IMPACT	AIDS Prevention and Control Activities
IPO	Mexican Industrial Property Office

IQC	Indefinite Quantity Contract
ISSSTE	Government Workers' Institute for Security and Social Services (Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado)
ITAM	Mexican Autonomous Technological Institute (Instituto Autónomo de México)
JICA	Japanese Cooperation Agency
KW	Kilowatt
LTA	Long-term Technical Advisor
MFI	Microenterprise finance institution
MCD	Citizens' Movement for Democracy (Movimiento Ciudadano por la Democracia)
MOU	Memorandum of Understanding
MPP	Mission Performance Plan
MW-h	Megawatt-hours
NCSC	National Center for State Courts
NFPRP	National Fire Prevention and Restoration Plan
NGO	Non-governmental organization
OE	Operating Expenses
PASA	Participatory Agency Service Agreement
PAHO	Pan Health Organization
PiP	Parks in Peril
PRD	Democratic Revolutionary Party (Partido de la Revolución Democrática)
PP	Pollution Prevention
PRI	Institutional Revolutionary Party (Partido Revolucionario Institucional)
PRONASOL	Proyecto Nacional de Solidaridad
PSC	Personal Services Contractor
PV	Photovoltaic
PVO	Private Voluntary Organization
RE	Renewable Energy
RMS	Resource Management Systems (Comprehensive approach including Energy Efficiency, Pollution Prevention, Waste Minimization, and Environmental Management Systems.
SE	Secretariat of Energy (Secretaría de Energía)
SEMARNAP	GOM Environmental Secretariat
SSA	Health Secretariat (Secretaría de Salud y Asistencia)
STI	Sexually Transmitted Infections
SUNY	Research Foundation of the State University of New York
TB	Tuberculosis
TNC	The Nature Conservancy
TTCP	Third Country Training and Technical Cooperation Program
UNFCCC	United Nations Framework Convention on Climate Change
URI	University of Rhode Island
USFS	US Forest Service
USG	United States Government
USIJ	US Initiative on Joint Implementation
UNAM	National Autonomous University of Mexico
USDOE	U.S. Department of Energy
WHA	State Bureau for Western Hemisphere Affairs

R4 Part I: Overview/Factors Affecting Program Performance

Mexico is ranked as a top priority (5+) country for US foreign policy interests by STATE, and as a high priority sustainable development and foreign policy country (4+) by USAID. What happens in Mexico has a more direct impact on US citizens than any other country. Bilateral issues merge with domestic concerns in both countries, creating considerable sensitivities in both sides. USAID/Mexico's program addresses the highest priority US and Mexican policy concerns, including justice reform, drugs, crime, health, environment, economic growth and political stability.

In the 20 months since USAID/Mexico's 5-year Country Strategy was approved (June 1998), the Mexico Mission has gone from a phase-down Mission to one managing 5 SOs and one Special Objective. All of Mexico's programs have been created as a result of Washington directives, related to US foreign policy objectives. In the past year alone, USAID/M created two completely new strategies (Tuberculosis and Microenterprise) and a new program to support the US-Mexico Trilateral Initiative for Central American Development. The USAID/M country program was reduced by one SO (Family Planning) which accounted for approximately \$6 million, or half of Mexico's average \$12 million annual budget. However, due to new programs and other factors, USAID/M's annual dollar level now stands at approximately \$16 million. The achievements and results reported by USAID/M this year are especially impressive, given that the Mission maintains a very limited staff to handle its growing program; USAID/M staff now manage more than \$1 million per person (the second highest program-to-staff ratio in the LAC Bureau).

Environment and Global Climate Change: Mexico is one of the greatest emitters of Greenhouse Gases (GHG) among developing countries; its rate of increase continues to be among the highest in the world. Production and consumption of electric power account for 2/3 of Mexico's GHG emissions, while poor land-use accounts for the other 1/3. Mexican industry's rapid growth (particularly exports) is currently driving a high rate of energy demand, which the country will not be able to satisfy within the next five years. Population pressure on Mexico's natural resources is producing record rates of deforestation, threatening biodiversity and contributing to global climate change. The catastrophic wild fires and floods of 1998 were related to the 1998-1999 El Nino weather cycle, and were clear evidence of the threat posed by global warming. USAID/M is working with Government of Mexico (GOM) and Non-Governmental Organization (NGO) partners to affect energy production and consumption patterns over the long-term, restore disaster-affected land, and protect high-priority biodiversity areas.

During FY 1999, the Mission and its partner organizations achieved considerable success in efforts directed at turning paper parks into real parks under SO1 (Critical Ecosystems and Biodiversity Conservation). One key goal is strengthening GOM and local management of protected biodiversity areas. The management improvement targets set for the year were met, as were targets for adoption of viable income alternatives to destructive land-use for people in and around the protected areas. This demonstrates that long-term conservation is an achievable objective. A special US-Mexico initiative to prevent wild fires, and recover land destroyed by fires, is based on an innovative partnership USAID created between the public and private sectors. A fire database was developed that will provide real-time data to identify critical areas for the calendar year 2000 fire season, and facilitate better land-use planning. Over 1300 GOM

Environment Secretariat (SEMARNAP) and local Mexican firefighters received the training necessary to fight wild fires effectively.

SO₂(Reduction of CO₂ Emissions and Pollution) exceeded by 400% its FY 1999 target for reduced or avoided CO₂ emissions. This was achieved through a combination of events, including installation in Baja California of the largest renewable energy "hybrid" system in the Western Hemisphere. USAID's track record in developing sustainable solutions is excellent: 98% of adopter industries are still using the energy saving and non-polluting renewable-energy technologies introduced under the USAID program since 1994. The GOM designed national-scale programs that, with other donor support, will start to replicate the models tested by USAID.

USAID/M is now approximately halfway through a ten-year Environment strategy, which started prior to the current 5-Year Country Strategy. The Mission has launched a detailed review of progress to date and changes in the Mexico situation that require revised responses by the Environment program. The Mission is emphasizing long-term sustainability of the models and technologies developed to date and better integration of sustainable land use and preservation, to support Global Climate Change mitigation goals. The Mission will explore options, including possible use of Development Credit Guaranty (DCA) authority, to attract capital for lending to industries that want to adopt new technologies. The newly approved USAID/M Microenterprise strategy will test institutional mechanism models for providing financial and other services to microenterprises started in the protected areas as income alternatives.

Democratic Transition: Only 18 months into implementation, the Mission achieved significant progress under the components of the Democracy strategy (SO3); USAID partner organization, ICMA (International City Managers' Association) has created such successful models for improved municipal management and citizen participation that municipalities not involved in the project are replicating on their own.

USAID/M partner SUNY (State University of New York) has reached a formal agreement with leaders of the Chamber of Deputies to provide technical collaboration in strengthening committee management and support to members of Congress on drafting legislation, analyzing the national budget, and conducting research. SUNY is also helping to strengthen the new civil service created to support Congress. As a measure of Mexican demand for these USAID-funded services, the office that SUNY opened in the Chamber of Deputies building is already receiving almost more requests for collaboration than it can handle.

The National Center for State Courts (NCSC) justice activity organized three highly successful judicial conferences between 1998 and 1999. Although no more border conferences are planned, the networks and dialogue stimulated between leading jurists of the two countries has borne fruit in the form of new requests for USAID collaboration, to support Mexico's justice reform effort. (USAID continues to be the only external donor permitted to access the justice sector).

USAID/M supported an innovative distance learning program of the National Mexican University (UNAM) Law School to upgrade professionalization training for judges. There is now such demand for this training, that it appears to be headed for much broader replication through another Mexican university. USAID/M's preliminary work in analyzing court administration needs at the state level is being used by the World Bank as the basis for discussion of a possible

new justice sector reform loan to Mexico. A model for managing alternative dispute resolution was successfully tested by our Mexican NGO partner at the community level, and is now in its first year of operations in a state court system.

The Mission has prepared a pre-electoral support project for ESF funding, and is awaiting final word from Washington as to whether additional ESF will be provided to fund US observers for the July, 2000 Mexican presidential elections.

USAID/M was not certain going into the new Democracy strategy that we could offer collaboration of interest and value to our Mexican partners. In spite of early difficulties and delays, it now appears that the Mission program is solidly rooted; and USAID/M's role as a catalytic agent supporting Mexican initiatives is achieving excellent results. At this stage, the Mission is planning an in-depth review, to identify and focus our extremely limited democracy funds on activities that will have greatest impact.

Infectious Diseases: GOM commitment to improved health services remains strong, as demonstrated by the increasing number of Mexicans with access to basic health services, and strengthening of health infrastructure. In 1999, the GOM began implementing its policy to decentralize responsibility for former Secretariat of Health services to the state level. This has generated greater state demand for assistance to develop their programs.

USAID is in the forefront of providing such assistance under its HIV/AIDS (SO4) program. This activity has performed well beyond expectations. USAID's model for formation of joint public-private sector strategic planning groups at the state level is a highly innovative approach for Mexico. In the first two target states (Yucatan and Guerrero) strategic planning groups are already impacting budget allocation decisions for HIV/AIDS with the state health system. Groups in 3 additional states are expected to be functioning by the time of the next R4 report. NGO strengthening activities also yielded results far higher than expected in the areas of capacity-building and collaboration among NGOs, which are intended to create a solid base for increased outreach and impact in the long-term. As a direct result of USAID-supported Mexican advocacy, a new AIDS Prevention Council was created for the Federal District. The Federal District is the last among all the Mexican states to establish an AIDS Prevention Council. This is an especially significant development, because the capital has the highest concentrations of HIV/AIDS cases and related Sexually Transmitted Diseases in the country. USAID/M will support programs of this Council, in addition to carrying out its state-level programs, and policy work with the National AIDS agency, CONASIDA.

Mexico is an important land-bridge for migration from other parts of Central and South America to the US. In the context of the international Merida Agreement, USAID is working with Central American countries and international donors to formulate a regional approach to HIV/AIDS. Partial funding for Phase I was provided to the Mission to work through the existing Central American Regional HIV/AIDS project, addressing Mexican "hot spots" (areas where migration creates conditions which favor the spread of HIV/AIDS and STIs). USAID/Mexico will support activities in diagnosis, intervention and evaluation of the trans-national HIV/AIDS threat, in order to make both our and Central America Missions' programs more effective. An additional

\$100,000 is required in FY 2000 to reach the \$300,000 required to carry out Phase I. The Mission leveraged \$800,000 in bilateral Japanese assistance for HIV/AIDS.

The new Tuberculosis prevention and control (SO5) activities are moving forward rapidly. In FY 1999, two MOU's were signed by the US and Mexico. On Aug. 13, 1999, Mexico's Health Secretariat announced and committed both national and state level funding to strengthen Mexico's Tuberculosis Prevention and Control program, demonstrating Mexico's proactive role in meeting the challenge to improve tuberculosis diagnosis, control and monitoring. In early January 2000, amid a flurry of press reports on tuberculosis in the U.S. and Mexico, the Health Secretariat recognized that "there is an understanding between our two countries to strengthen [tuberculosis] control, supervision and prevention efforts. USAID/Mexico's TB prevention and control strategy was approved by USAID/Washington in December, 1999, and the SOAG is expected to be signed by April 2000.

Microenterprise (SpO1) is a new strategy approved in late January, 2000. The Mission is finalizing the strategy document to reflect decisions of the DAEC review. A Congressional Notification (CN) was submitted in early March. Efforts are underway to recruit a Long Term Technical Advisor, to provide technical services to Mexican Microenterprise Finance Institutions (MFIs), and the necessary program management support. The Mission will need to receive its FY 2000 funding from the LAC (\$537,000 DA) and Global (\$250,000 PRIME) Bureaus as soon as possible after the CN expires.

In just one short year since its development, the USAID's Cooperation with the Mexican Aid Program in Central America and other regions has already demonstrated the effectiveness of international cooperation. Training and technical cooperation programs have been successfully carried out in reproductive health, pension system reform, disaster mitigation and preparedness, cleaner energy production, and efficient and renewable energy. Models exchanged through this program are already being replicated in partner countries, including Poland and the Philippines.

In general, the Mission anticipates that the July 2000 presidential elections in Mexico will produce a period of transition, while a new administration prepares its plans for future programs. At this time, The Mission does not expect major changes in the USAID program, because it supports clear, long-term Mexican priorities and goals. However, it is likely that many of the key counterpart personnel with whom we work (in the public sector) will move on, and the Mission will need to spend time familiarizing new partners with the programs they will be managing. Another unknown factor is the possible impact of turnover in the Mexican Congress, resulting from the July elections. The Mission believes that demand for USAID collaboration to strengthen permanent Congressional functions will survive the elections, but this remains to be seen. A more independent, activist Congress may also influence other USAID programs. While waiting for the outcome of this political season, the Mission is working to consolidate gains to date, and assessing possible modifications that will better focus our programs for results.

R4 Part II Results Review by SO

Country/Organization: USAID Mexico

Objective ID: 523-006-01

Objective Name: Critical ecosystems and biological resources conserved

Self Assessment: On Track

Self Assessment Narrative: In FY1999, SO1 met or exceeded all reported targets at the Strategic Objective and all Intermediate Results levels to help conserve critical ecosystems through building management capacity on-site in protected areas, in communities adjacent to sites, and in NGOs and institutions that support conservation in Mexico. The key results and performance sections below outlines this progress.

Primary Link to Strategic Agency Framework: 5.2 Biological Diversity

Secondary Link to Strategic Agency Framework:

- | | |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input checked="" type="checkbox"/> 5.1 Global Climate Change | <input checked="" type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Global Growth and Stability

Summary of the SO:

Mexico's natural resource base is vital to support the country's rich biological diversity and to provide the primary materials for Mexico's economic development. Healthy forests, stable soils and productive coastal waters support fisheries and agriculture, produce clean water for cities, and hold potential new pharmaceuticals and chemicals for biotechnology and other industries in Mexico and worldwide. With increasing pressure on Mexico's already highly threatened natural resources, efforts must succeed to conserve the productivity of what remains and to rebuild what has been lost.

Mexico's resource degradation also adds to the rising levels of atmospheric carbon dioxide that contribute to global climate change. The threat of global warming to Mexico was evidenced by the catastrophic fires and floods during the 1998-99 El Nino event. The joint effort by USAID, the government of Mexico (GOM) and local non-governmental organizations (NGOs) to prevent catastrophic damage from future fires and restore land affected by this disaster represents an important opportunity to link efforts to conserve biological diversity and mitigate climate change.

Through USAID/Mexico's SO1, Critical ecosystems biological resources conserved, the Mission and its partners have played a pivotal role in building resource conservation capacity and awareness in Mexico. Tracked by four Intermediate Results Indicators, SO1 supports activities that: (1) improve management of targeted protected areas and critical ecosystems (IR1.1); (2) promote more sustainable use of biological resources (IR1.2); (3) improve policy frameworks for conservation (IR 1.3); and (4) build Mexican professional and NGO capacity to promote conservation beyond USAID/Mexico's direct interventions (IR 1.4).

The SOs customers include Mexico's rural inhabitants who depend on the sustainable use of natural resources, urban inhabitants of cities that depend on environmental services from surrounding natural resources, and, more broadly, all Mexican and U.S. citizens through mitigation of climate change and protection of natural resources.

Key Results:

SO1 continued turning paper into real parks, the first step in ensuring long-term conservation. Six parks have reached and maintained a level of adequate management (Indicator #1). Remaining target sites are on-track utilizing annual work plans aimed at ensuring management goals will be met by 2003 (Indicator #4). People surrounding and/or living in these sites are adopting sustainable technologies in numbers exceeding the FY 1999 target (indicator #5). Partners working with the community of Xcalak in the state of Quintana Roo completed and submitted to the governor their marine park management plan to be used in the regional planning for that area. With USAID funding, the National Commission for the Study and Use of Biodiversity (CONABIO) completed a database to identify the critical areas for work under the National Fire Prevention and Restoration Plan (NFPRP). This tool is providing real-time data for the 2000 fire season and will facilitate future land use planning. Direct USAID/Mexico funding trained over 1300 GOM Environment Secretariat (SEMARNAP) employees and local brigade members to respond to forest fires. This training was supplemented by efforts of the US Forest Service (USFS) International Program, which also used USAID funds to strengthen the GOM fire response capacity through training and equipment. These efforts helped lower forest area lost to fire in 1999.

Performance and Prospects:

Under IR 1.1, USAID/M has adapted the highly successful model developed for the Parks-in-Peril (PiP) Program that sets long-term management goals for 12 sites in critical ecosystems of Mexico with Conservation International (CI), the University of Rhode Island (URI) and The Nature Conservancy (TNC). The majority of sites met over 90% of their 1999 work plan goals despite problems arising from natural disasters, thus demonstrating our partners' capacity to manage adaptively. Six of these sites have reached a management capacity adequate to allow work plans to focus primarily on the next steps of implementation to address limitations and threats that have been identified through the park management strengthening process. URI is replicating to three other communities in Quintana Roo its highly successful work that assisted the community of Xcalak to design a management plan that integrates community and ecological needs for a marine park near their village. URI's local NGO partner, Amigos de Sian Ka'an, received money for one of these projects from the Summit Foundation, a private US-based fund. CI and URI are joining forces to carry this coastal resource management approach to the Sea of Cortez in western Mexico.

IR 1.2 recognizes that resource conservation depends on using existing natural resources more successfully and restoring resources already degraded. Better than expected progress continues under IR 1.2, with over 1300 men and 400 women now practicing sustainable activities promoted by USAID partners. Near Xcalak, a no-fishing zone is being voluntarily enforced by the community-fishing cooperative, and URI is assisting the new ecotourism cooperative to investigate tourism options for the area. Under USAID's program with CI and through Parks-in-Peril, appropriate technologies are being adopted in communities near parks, including family gardens, bee keeping, and organic and shade coffee production. The new Mission strategy in Microenterprise will design institutional models for delivering financial and long-term support services to help ensure that these income alternatives are financially, as well as environmentally sustainable. Through our other donor cooperation, USAID/Mexico has persuaded Japan to work with URI and other USAID partners in this important coastal zone management area.

Through USAID/Mexico's program with the Environmental Law Institute, policy issues in Mexico related to forest management and climate change have been identified and capacity to address these built. Many of these issues are now being pursued under the policy frameworks being developed by partners for their sites. USAID/Mexico's partners working on coastal resource management reported more than 80% of the progress planned on policies was achieved under IR 1.3. Recognizing the need for a regional focus on coastal policy in the Yucatan, URI has trained several federal environmental evaluators in low impact practices for coastal development, and the GOM at the federal level has expressed interest in applying these practices to state regulatory policy. Although other partners reported work on strategy, they have been hesitant to predict annual goals given the subtleties of working in this arena. This signals a need to better define how partners should work on policy matters.

Progress under IR 1.4 exceeded expectations, partly in response to the needs identified after the 1998 fires. Under the training matrix designed by USAID, SEMARNAP and the USFS, technical capacity training and equipment transfers have occurred, improving fire management and response at all levels (from communities to federal officials) in Mexico. This activity is on track. Beyond fires, training of over 1700 people by partner organizations in conservation greatly exceeded expectations and we will be working with partners this year to better capture impact of this training and calculate targets.

The Mexican Conservation Fund (FMCN) continues to demonstrate success in USAID/Mexico's efforts to strengthen local NGO capacity. In its four years of operation, the FMCN has exceeded its capitalization goal and has dispersed over 250 grants worth more than \$7 million to institutions, local groups and NGOs in Mexico. This year, the FMCN will fund an independent analysis of its conservation impact to better target grants in the future. This study, to be completed in FY00, will provide valuable information on operating environmental endowments that will have worldwide significance. As well, the evaluation will contribute to the effectiveness of the FMCN's work through both its endowment fund and the new work it is implementing under the Mexico Fires Program. Another NGO strengthening program with Partners of Americas that ended in FY99 helped build a youth conservation corps in Mexico that now has almost 700 members working in conservation activities and environmental education. Under the Merida agreement, this successful youth conservation corps approach will be extended to Honduras, El Salvador and other interested countries.

Prospects: Collaboration under the NFPRP has strengthened the Mission's working relationship with SEMARNAP and, through USAID/Mexico's cooperative agreement with FMCN, initiated a new mode of direct cooperation between SEMARNAP and Mexican NGOs. This close public-private linkage will facilitate addressing environmental issues in addition to fires. In 2000 the first grants to support NGO participation in fire restoration activities will be funded. USAID/Mexico and partners will continue to identify key policies and will optimize an institutional index that will help guide development of all

USAID/Mexico's local NGO partners. New collaboration with PRONATURA and TNC will build from sites that achieve adequate management, addressing limitations to long-term conservation at the level of regional land planning. Making a clear connection between on-site and regional level planning with research efforts, such as those ongoing with CONABIO, will strengthen this approach. However, current funding levels inhibit this. Finally, given the enthusiasm of the GOM and our partners, we foresee great opportunity to continue to build a strong workable connection between conservation and activities that will mitigate the effects of global climate change.

Possible Adjustments to Plans:

USAID/Mexico's long-term project with CI will end this year, requiring a readjustment of USAID's commitment to CI's principle site, Montes Azules. TNC's current Parks-in-Peril program is ending as well, but USAID/Mexico is working with LAC and TNC to ensure that the new Parks-in-Peril phase builds on the strengths of this program and the Mexican park management that USAID has helped build, to ensure sustainable conservation in and beyond USAID's sites. After two years of gathering data for current indicators, the capacities of our partners to benefit from this process is clearer. The Mission will work in FY 2000 to ensure that our indicators guide partners' management as well as capture program impacts. Adjustments to indicators will be reflected in future R4s. Recognizing that managing for carbon in land use can be an important tool for both the conservation of land and for the mitigation of global climate change, SO1 will be working to integrate activities that assist in using carbon sequestration to support work in critical protected ecosystems in Mexico.

Other Donor Programs:

The multinational development banks have provided counterpart or follow-on funding for expansion of USAID-supported pilot interventions. This includes \$16.5 million from the Global Environment Facility (GEF) to increase the FMCN's Endowment Fund and an estimated \$20 million from the World Bank to support SEMARNAP and its protected area management program. The FMCN, through funding from GEF, has contributed over \$500,000 funding to Parks in Perils sites. Funding from the U.S.-Japan Common Agenda has also been directed to the Parks-in-Peril sites in Mexico, and Japan agreed to fund an environmental activity in coastal resource management. The GOM, through the National Institute of Ecology (INE) and SEMARNAP, contributed over \$2 million for general support and specifically for addressing fire issues at PiP sites in FY 1999. Private donor contributions are also increasing in Mexico. The Summit Foundation is supporting replication of USAID developed methodologies in coastal management; donors such as Ford Motors, PEMEX, Bimbo Bread, and Homeland Fund have contributed more than \$200,000 to sites where we work. In addressing fire needs, the USFS has contributed substantial time and efforts in training equipment and salaries. This partnership with the USFS should enable a stronger collaboration on future issues concerning forest management.

Major Contractors and Grantees:

Primary partner organizations include TNC and Parks-in-Peril sub grantees, The University of Rhode Island's Coastal Resource Center and sub-grantees, Conservation International, PRONATURA, CONABIO, and the FMCN. Under the Mexican Fires program we are collaborating with the GOM/SEMARNAP and the USFS to build capacity to mitigate future fires.

Performance Data Table

Objective Name: Critical ecosystems and biological resources conserved			
Objective ID: 523-006-01			
Approved: 1998		Country/Organization: USAID Mexico	
Result Name: SO level Indicator			
Indicator: 1: Number and area of critical ecosystems, in target areas, with adequate management			
Unit of Measure: Number of sites/area of sites in hectares (ha)	Year	Planned	Actual
	1991 (B)	NA	0
Source: CI,TNC,URI	1997	NA	5 sites
Indicator/Description: The indicator is based on scorecards that have been developed (or are being developed) by our primary partners. "Adequate Management" will be defined based on the scorecard. Sites will be counted as achieving adequate management when their long-term goals are met. Sites which met this indicator by 1997 were El Triunfo, Rio Lagartos/Celestún, La Encrucijada, El Ocote, and Sian Ka'an; for 1998, Calakmul. Future target sites are as follows; 2001: Xcalak; 2002: Gulf of California Island Reserves and Montes Azules; 2003 Sierra Madre and Cuatro Cienegas. This indicator is cumulative.	1998	6 sites/1.2 million ha	6 sites/1.75 million ha
	1999	6 sites	6 sites/1.75 million ha
	2000	6 sites	NA
	2001	7 sites	NA
	2002	9 sites	NA
	2003	11 sites	NA
Comments:			

Performance Data Table

Objective Name: Critical ecosystems and biological resources conserved			
Objective ID: 523-006-01			
Approved: 1998		Country/Organization: USAID Mexico	
Result Name: 1.1: Management of Target Protected Areas and Other Critical Ecosystems Improved			
Indicator: 4: Number of Sites meeting pre-determined management goals			
Unit of Measure: Number of sites	Year	Planned	Actual
Source: CI,TNC,URI	1991 (B)	NA	0
Indicator/Description: This indicator is based on annual progress as defined by targets set each year in annual work plans and reported on at the end of the year. Overall goal of the workplans is to move toward consolidation as defined by scorecards in Indicator 1. This indicator is not cumulative. Targets will be determined by the number of sites where we are working using work plans and the results expressed as a function of that number of sites.	1998	4	7
	1999	5*	11/12
	2000	12	NA
	2001	10	NA
	2002	11	NA
	2003	11	NA
Comments: *Note that the 1999 target reflects a low estimate of the number of areas where we would have established a work planning system by this reporting year.			

Performance Data Table

Objective Name: Critical ecosystems and biological resources conserved			
Objective ID: 523-006-01			
Approved: 1998		Country/Organization: USAID Mexico	
Result Name: 1.2: Demonstration and Implementation of Sustainable Use Activities in Biologically Important Areas			
Indicator: 5: Number of men and women in target areas practicing sustainable activities promoted by USAID (not cumulative)			
Unit of Measure: number (gender disaggregated)	Year	Planned	Actual
Source: CI,TNC,URI	1991 (B)	NA	0
Indicator/Description: A list of activities and the justification of their sustainable impact has been provided by partners prior to their reporting on this indicator. Sustainable activities currently include ecotourism, agroforestry, organic agriculture, beekeeping, harvesting non-timber forest products and sustainable fisheries. This indicator is not cumulative.	1998	200 men 60 women	3,022 men 689 women
	1999	100 men 40 women	1,336 men 431 women
	2000	100 men 50 women	NA
	2001	115 men 60 women	NA
Comments: Criteria for setting targets and counting participation will be reviewed in FY 2000 with partners, adjustments will be reflected in next year's R4.	2002	120 men 80 women	NA
	2003	60 men 30 women	NA

Country/Organization: USAID Mexico

Objective ID: 523-007-01

Objective Name: Carbon dioxide emissions and pollution reduced

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Impact and progress under this SO is ahead of expectations. Performance measured by the indicators met or exceeded targets for FY 1999. The key results section provides specific performance data.

Primary Link to Strategic Agency Framework: 1.1 Private Markets
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Agricultural Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input checked="" type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input checked="" type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input checked="" type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input checked="" type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Environment

Summary of the SO:

SO2 supports Mexico's efforts to reduce greenhouse gas emissions (GHG), particularly carbon dioxide (CO2) emissions and pollution, through demonstrating cost-effective programs in energy efficiency, pollution prevention (Resource Management Systems – RMS), renewable energy and clean energy production, and supporting policy reforms, strengthening institutional capacity, and promoting financial sustainability leading to wider replication of pilot efforts. The main SO2 intermediate result (2.1) is the sustainable adoption of these technologies in targeted industries and municipalities. Sub-IR's are identified as: (2.1.1) viability of RMS technologies demonstrated at the pilot level; (2.1.2) viability of

renewable energy technologies demonstrated at the pilot level; (2.1.3) selected policies in place that promote the use of these technologies; (2.1.4) improved Mexican institutional capacity for development of these technologies; and (2.1.5) financing available for adoption of RMS and renewable energy from other sources. Small and medium industries and municipalities are the ultimate customers of this program.

Key Results:

During FY 1999, three out of four reported indicators under SO2 exceeded expectations. Performance toward SO2's main IR achieved more than 4 times the expected number of prevented carbon dioxide emissions (Indicator #1). FY 1999 planned levels were 68.10 thousand metric tons of avoided CO2 emissions; actual levels achieved 283.63 thousand metric tons. Reasons for this substantial increase were that: (1) steam efficiency implementation was much higher than expected, given the low cost of measures recommended and greater use of both self-financing and manufacturers' financing; (2) a renewable hybrid system was installed sooner than planned and yielded higher results than originally expected; and (3) an Energy Services Company (ESCO) project came to fruition¹. One year after installation of energy efficient or renewable energy technologies, 80% of enterprises and municipalities continued adoption without USAID financial support, 20% more than the FY 1999 target. The Secretariat of Energy and Secretariat of Agriculture used the renewable energy program as a model to design, develop, and launch initiatives and national scale programs. This includes 1,200 renewable energy systems to be installed in various parts of the country over the coming four years. These Mexican efforts contributed to SO2's policy expectations achievements. The number of women working on professional positions on the staffs of USAID's partner institutions increased from 8 (1998) to 14 in 1999.

Performance and Prospects:

The main and sub intermediate results sought under SO2 exceeded or met targets for FY 1999.

I.R. 2.1

On average, 80% of participating enterprises or municipalities continued using new technologies one year after adoption. Since 1994, 98% of installed renewable energy systems are still functioning. Even though steam energy efficiency projects met the 1999 target for continued use, lack of available financing from Mexico's weak financial sector was an obstacle to implementation. This will continue to be the main factor affecting future replication. Many of these companies have been using direct credit from equipment manufacturers, rather than obtaining financing from the Mexican banking system.

Sub-I.R.2.1.1

Demonstration activities continued to be successfully implemented. Significant progress was made in the following projects: (1) the second year of implementation of the steam efficiency project in several Mexican industries prevented more than 100,000 metric tons of CO2 which exceeded expectations; (2) a pilot project in the chemical sector for both energy efficiency and cleaner production measures avoided 17,124 metric tons of CO2 emissions; and (3) one of the first ESCO projects carried out in Mexico in two industrial plants showed viable/bankable implementation of energy efficiency measures with high potential replicability.

Sub-I.R.2.1.2

A total of 104 small renewable energy systems were installed in the past year in 10 Mexican states. These projects are producing approximately 22 kW of electric power and benefitting more than 400,000 people.

¹ An ESCO project typically offer energy efficiency improvements at customer facilities in return for a portion of the cost savings through a performance contract. Performance contracts essentially guarantee the success of the project because the ESCO does not receive payment unless the project produces energy savings. Thus kilowatt-hours saved are translated into CO2 emissions.

One of the largest renewable energy hybrid (photovoltaic-wind-diesel) systems in the western hemisphere was installed in the community of San Juanico, in the state of Baja California Sur. The system avoided a grid extension and saved a total of 117 kilowatts in new capacity. This will prevent 101,161 metric tons of carbon dioxide emissions over the 30-year lifetime of this project. The system is an excellent example of successful bilateral collaboration between U.S. and Mexican utilities, state government and community participation under a joint implementation framework that could be used as a model for future GCC-type activities.

Sub-I.R.2.1.3

In FY 1999, partners met and exceeded targeted policy objectives. GOM policy efforts were supported through the provision of direct technical assistance to both the Secretariat of Energy and the Secretariat of Agriculture. Short and medium term policy objectives were established that enabled and encouraged application of sustainable energy efficiency, pollution prevention and renewable energy measures. In the technical annexes to the GOM's Alianza (Agricultural National Program), special provisions were made for renewable energy systems; these systems are now entitled to higher levels (50% more) of investment support by the agriculture's Shared-Risk Trust Fund (FIRCO). The Secretariat of Energy is designing several large scale programs, including an off-grid rural electrification pilot project and a renewable energies development plan. These programs will be financed by the GOM and other donors such as World Bank, the Global Environmental Facility (GEF), and the International Energy Agency (IEA). This program will help to improve the renewable energy policy framework in Mexico and will leverage \$18.5 million in GOM and other donors funding.

The Energy SO team reviewed the policy goals index for SO₂ and accompanying indicator # 7 and determined that it is necessary to update both. In FY 2000, the index and indicator will be modified to be more realistic and results-oriented.

Sub-I.R.2.1.4

Mexican counterparts were provided training in: evaluation, financing of energy efficiency programs, environmental management systems and installation of high-quality renewable energy systems. Meeting targets for 1999, as measured by indicator #8, two out of five Mexican institutions achieved adequate capacity in five pre-specified categories: leadership, programs, human resources, financial resources and communications. ("Adequate" implies that institutions obtain a mean score of 8-9 on all five categories).

Sub-I.R.2.1.5

USAID supported the Shared-Risk Trust Fund (FIRCO) and the Secretariat of Agriculture to design and launch a national renewable energy program for productive applications in rural areas. In 1999, this leveraged, \$31.4 million from Global Environmental Facility (GEF) and FIRCO, including a \$6.9 million contribution from private rural producers.

Currently, USAID/Mexico is providing technical assistance to the Secretariat of Energy to design another national rural electrification program (\$6.5 million), including innovative approaches combining productive use projects, community infrastructure (e.g. power systems for potable water supply, schools, clinics, etc.), and household electrification. This activity will focus on greater sustainability through increased cost-recovery, end-user financing, innovative service delivery options, and increased roles for the private sector. The results of this activity will be reported in FY 2000.

USAID through G/Env/EET has initiated key activities on clean energy generation that will strengthen the relationship with the GOM in terms of facilitating investments, developing policies and enabling the emergence of competitive/restructured energy markets. We expect these new activities promote U.S. technology exports, and strengthen Mexican institutional capacity

Prospects for SO₂ performance for coming years are good. The transfer of knowledge and technical implementation capacity is expected to accelerate now, because USAID has helped to increase Mexican institutional absorptive capacity. Because viable financing options are critical to broad-based replication of RMS and new renewable energy technologies, USAID/Mexico will increase focus on finding viable solutions to eliminate this barrier.

Possible Adjustments to Plans:

The two leading political parties have shown interest in President Zedillo's proposal of restructuring/semi-privatizing the Mexican electrical sector. However, initial opposition has led to a shelving of the proposal for the time-being. After the July elections, a clearer picture should emerge whether the new administration will pursue privatization. If this does occur, more realistic pricing policies and more efficient management could transform the Mexican energy sector, impacting positively on USAID/Mexico's SO₂ program.

USAID/Mexico held a mid-strategy review for SO₂ in January 2000. Based on the results of this review, the Mission will explore ways in which the Mexican partners can build on their successful experience in designing and implementing demonstration models, to create sustained institutional capacity to run these programs. Sub-IR's 2.1.1 and 2.1.2 will be modified accordingly, and the new targets will appear in next year's R4. Policy activities under IR 2.1.3 will be refined to achieve greater impact. SO₂ will also research and design activities to better integrate private sector initiatives into the program. Finally, synergies with SO₁ and the Mission's developing GCC program will be pursued, including the integration of renewable energy into protected areas, and more focus on indigenous groups.

Other Donor Programs:

The Federal Commission of Electricity (CFE) is providing \$23.4 million and the Inter-American Development Bank (IDB) is also providing \$23.4 million to implement a five-year, national incentives and rebates program for energy efficiency through the Electrical Energy Savings Trust Fund (FIDE). This program is related to USAID/Mexico's RMSI program for providing technical assistance to evaluate and verify CFE-FIDE incentives program. The joint USAID-US Department of Energy (DOE) Renewable Energy Program cooperation with the Shared-Risk Trust Fund, underway since 1993, has been replicated in a nationwide renewable energy program (\$31.5 million) funded by the Global Environmental Facility-World Bank. USAID/Mexico and JICA are involved in a dialogue and exchange of information on programs and priorities that may lead to future cooperative efforts.

Major Contractors and Grantees:

Hagler Bailly Consulting (RMS Program); U.S. Department of Energy's Sandia National Laboratories (Renewable Energy Program); the Mexican National Energy Savings Commission (CONAE); the Mexican Electrical Energy Savings Trust Fund (FIDE); the Mexican Center for Cleaner Production (CMPL); the Association of Professionals and Technicians for Energy Applications (ATPAE); and the Mexican Shared Risk Trust Fund (FIRCO).

Performance Data Table

Objective Name: Carbon Dioxide Emissions and Pollution Reduced			
Objective ID: 523-007-01			
Approved: June, 1998		Country/Organization: USAID Mexico	
Result Name: SO2: Carbon Dioxide Emissions and Pollution Reduced			
Indicator: 1: Amount of carbon dioxide emissions prevented through selected energy efficiency measures and adoption of renewable energy technologies			
Unit of Measure: Thousands of Metric Tons of CO2 emissions offset annually over the life of energy efficiency measure and the renewable energy project installed	Year	Planned	Actual
	1993 (Baseline)	NA	0
Source: G/ENV/EET Energy IQC and PASA USAID/DOE contractors	1994-1997	NA	440.00
Indicator/Description: CO2 emission benefits are calculated from the number of kilowatt-hours avoided through USAID funded energy efficiency and renewable energy investments. CO2 emissions results are credited to the year following installation of energy saving equipment and renewable energy systems, if the equipment or systems are operating successfully up to one year after installation.	1998	158.96 (annual target)	376.55
	1999	68.10	283.63
	2000	100.00	NA
Comments: Expectations of this indicator were largely exceeded; the actual figure is 4.2 times superior to planned levels. 100% of results achieved are attributable to USAID's direct support. Reliability of data has been assessed since 1994. Monthly reports are received, and validation of data will be performed in a semi-annual basis.	2001	125.00	NA
	2002	125.00	NA
	2003	150.00	NA

Performance Data Table

Objective Name: Carbon Dioxide Emissions and Pollution Reduced			
Objective ID: 523-007-01			
Approved: June, 1998		Country/Organization: USAID Mexico	
Result Name: 2.1: Adoption of Resource Management Systems (RMS) and Renewable Energy technologies and practices in targeted industries and municipalities (replication and continued use of the technologies and practices promoted by USAID and its partners).			
Indicator: 3: Percent/Number of enterprises or municipalities continuing to use RMS technologies and renewable energy systems without USAID financial support one year after installation			
Unit of Measure: Percent/Number of participating individuals/ plants/municipalities	Year	Planned	Actual
Source: G/ENV/EET Energy IQC and PASA USAID/DOE contractors	1993 (Baseline)	NA	0
Indicator/Description: A firm or municipality is counted as successfully adopting RMS technologies if they implement at least 50 percent of the program audit recommendations, and demonstrate operation/maintenance of these technologies up to one year after the audits. A renewable energy enterprise is counted, if the equipment is operating one year after installation. Reported as a percent of the total number of clients participating in the pilot projects divided by the number of successful installations. This indicator is not cumulative.	1998	60%	95%
	1999	60%	80%
	2000	60%	NA
Comments: Target of this indicator was exceeded. Results achieved are attributable to USAID's direct support. Reliability of data has been assessed since 1998, including standarized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis.	2001	60%	NA
	2002	60%	NA
	2003	60%	NA

Performance Data Table

Objective Name: Carbon Dioxide Emissions and Pollution Reduced			
Objective ID: 523-007-01			
Approved: June, 1998		Country/Organization: USAID Mexico	
Result Name: 2.1.3: Selected policies in place that promote the use of RMS and renewable energy technologies			
Indicator: 7: Percent of annual policy goals achieved.			
Unit of Measure: Percent of policy goals	Year	Planned	Actual
Source: G/ENV/EET Energy IQC and PASA USAID/DOE contractors, Secretary of Energy, CONAE, CFE, FIDE, CMPL, and FIRCO	1997 (B)	NA	0%
Indicator/Description: Selected Mexican partners will develop annual policy objectives and present these in an annual work plan. At the end of each fiscal year, their accomplishments are evaluated relative to the targets Long term policy objectives for SO 2 are showed in supplemental annex 1.	1998	80%	80% (EE) 80% (PP) 90% (RE)
	1999	80%	80% (EE) 90% (PP) 80% (RE)
	Comments: Two targets for this indicator (energy efficiency and renewable energy) were met and the other one (pollution prevention) was exceeded. 100% of results achieved are attributable to USAID's direct support. Data reliability has been assessed since 1998, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis. In 2000, this indicator will be reviewed and refined to better capture impact, given changes in-country.	2000	80%
2001		80%	NA
2002		80%	NA
2003		80%	NA

Performance Data Table

Objective Name: Carbon Dioxide Emissions and Pollution Reduced			
Objective ID: 523-007-01			
Approved: June, 1998		Country/Organization: USAID Mexico	
Result Name: Improved Mexican institutional capacity in RMS and renewable energy technologies			
Indicator: 8: Number of Mexican institutions with adequate capacity in RMS and renewable energy technologies			
Unit of Measure: Number of Institutions	Year	Planned	Actual
Source: G/ENV/EET Energy IQC and PASA USAID/DOE contractors, Secretary of Energy, CONAE, CFE, FIDE, CMPL, FIRCO and ATPAE.	1998 (Baseline)	0	0
Indicator/Description: This indicator measures the institutional capacity of primary USAID/Mexico partners to implement and sustain RMS and renewable energy programs as measured by an institutional index developed by our partners (supplemental annex 2). The index monitors progress in 5 categories: leadership and management, programs, human resources, financial resources, and communications, and is developed for the specific role that the institution is to play in the sector: RMS (CONAE, FIDE, CMPL, and ATPAE) and renewables (CONAE, FIRCO). Institutions which obtain a mean score between 8-9 on all five categories will be counted as having adequate institutional capacity. This indicator is cumulative.	1999	2	2
	2000	2	NA
	2001	3	NA
	2002	3	NA
	2003	4	NA
Comments: As expected in 1999, two out of five Mexican institutions achieved adequate capacity in RMS and renewable energy technologies. 100% of results achieved are attributable to USAID's direct support. Reliability of data has been assessed since 1999, including standardized data entry sheets filled out by counterparts, customer satisfaction surveys, field inspections and reports. Monthly reports are received, and validation of data will be performed in a semi-annual basis.	2004	5	NA

Country/Organization: USAID Mexico

Objective ID: 523-003-01

Objective Name: More democratic processes adopted in key government institutions

Self Assessment: On Track

Self Assessment Narrative: In FY99, activities met targets in all three Intermediate Result areas, building critical Mexican governmental and nongovernmental confidence, and making steady progress towards achievement of SO3. The key results section below outlines this progress.

Primary Link to Strategic Agency Framework: 2.4 Accountable Gov't Institutions
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Agricultural Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input checked="" type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Democracy and Human Rights

Primary Link to MPP Goals: Democracy and Human Rights

Secondary Link to MPP Goals (optional): Illegal Drugs

Summary of the SO:

USAID/Mexico and its partners have identified three Intermediate Result areas where assistance can achieve results and support Mexican governmental and civil society actors to advance their own democratic governance initiatives: (1) More effective local governance in target areas, through increased municipal capacity to deliver services and development of mechanisms for citizen participation in local decision making; (2) Permanent structures strengthened to enhance Congress' legislative function; and (3) More efficient administration of justice in target state courts. SO achievement will come about through adoption and replication -- with non-USG

resources -- of models for best practices developed by Mexican partner institutions. The ultimate customers are the elected officials and staff of target government institutions, members of civil society organizations in target areas, and citizens of the communities served by these institutions.

Key Results:

The end of FY 1999 marked the first eighteen months of USAID/Mexico's Democracy and Governance Strategy. In this initial phase of a brand-new, innovative strategy, USAID focused on defining programs consistent with Mexican priorities; and getting the programs up and running. Accomplishment of initial implementation goals (detailed below) represent major achievements given the challenges of building Mexican partner confidence in working with USAID for the first time. Although still in the early stages of the strategy, USAID is already beginning to achieve results at the SO level in the local governance area. The local governance strengthening pilot program has already produced measurable improvements in municipal management; and the model is being replicated by other municipalities not in the program. After addressing initial concerns of legislators about the nature of USAID's congressional strengthening assistance, the State University of New York (SUNY) has built the necessary confidence in the Mexican Congress to reach a formal agreement for technical assistance to the newly created career civil service. USAID's judicial reform pilot projects and country-wide analysis of court performance were catalytic influences which have led to interstate sharing of best practices and Mexican technical expertise; and enabled leading national jurists and legal scholars to define more effective judicial reforms. The World Bank is considering a possible judicial reform loan to the GOM, based in large part on USAID's work. These early successes demonstrate GOM commitment to meaningful democratic change, and desire for collaboration with USAID on Mexican-led democratic initiatives. The Mission entered into the democracy strategy with no certainty that it could successfully provide the support desired by Mexicans. USAID's FY 1999 results clearly indicate that a solid footing for the strategy has been achieved in this most sensitive of areas.

Performance and Prospects:

IR. 3.1 – More Effective Local Governance in Target Areas

The International City Management Association's (ICMA) technical support to pilot municipal governments in the state of Jalisco is changing municipal management practices. Major improvements were recorded in service delivery and citizen participation in decision-making in all six target municipalities.

ICMA and the supported municipal associations organized state-wide and regional meetings with other municipalities to share best practices and lessons learned in sectors including treasury, water, waste, public security, and citizen participation. ICMA also responded to requests from other municipalities for information on the pilot results. This enabled two municipalities not included in the USAID program to implement projects based on the models developed by ICMA. ICMA's collaboration with the three national municipal associations - each affiliated with a different political party - fostered cross-party dialogue and joint lobbying to further GOM decentralization of governance to the state and local levels.

A total of 46 citizen organizations in 28 states received training, infrastructure or financial support from the Citizens' Movement for Democracy (MCD). Citizen groups in six of ten target municipalities completed the design of a strategy for citizen collaboration with local authorities, with support from MCD. Though MCD did not meet its planned targets of ten strategies

completed, the project improved citizen advocacy, and increased NGO-government collaboration at the local level. USAID will assess ways to increase the effectiveness of MCD, as part of its overall strategy review.

Through 2002, it is projected that new management practices based on the Jalisco model will be adopted in at least 100 other Mexican municipalities. Municipal associations will demonstrate growing capacity for advocacy and for provision of technical services to member cities. Citizen groups will demonstrate more effective collaboration with municipal authorities on key city policy issues.

I.R. 3.2.- Permanent Structures Strengthened to Enhance Congress' Legislative Function

The agreement signed between the Lower House of the Mexican Congress and the State University of New York (SUNY) is a major accomplishment, formalizing a brand-new working relationship in support of key Mexican democratic initiatives. Technical visits and exchanges with international experts and key staff of foreign legislatures, coupled with technical assistance by SUNY to selected offices within the Congress, built confidence in the resources SUNY can provide in response to congressional leaders' requests.

At the end of FY 1999, SUNY was invited to open an office in the Chamber of Deputies, permitting rapid response to a full range of congressional requests for information and assistance. SUNY's planned technical assistance will (1) strengthen bill drafting capacity, (2) enhance the congressional research function, (3) support the recently-created Fiscal Studies Unit in developing methodologies for budget analysis and (4) develop congressionally-funded training programs for civil service staffers of the permanent congressional support offices.

SUNY has already begun planning to replicate their training models, including a certificate program in legislative administration, for Mexican state legislatures. The Organization of American States (OAS) has also requested materials from the certificate program for replication in other Latin American countries. Now that the program activities have been defined with our congressional partners, the Mission will finalize indicators and targets for this project; and report these in the next R4.

I.R. 3.3 - More Efficient Administration of Justice in Target State Courts

USAID/Mexico organized discussions between the World Bank and key GOM personnel, which led to a policy paper and discussions of a possible Bank justice sector reform loan for Mexican state courts.

The State/INL-funded border conferences educated U.S. and Mexican judges about the legal systems of both countries, and fostered dialogue and work toward solutions to complex transjurisdictional legal issues in narcotics trafficking, illegal migration, international trade, transboundary pollution, and bi-national family and civil court proceedings. The conferences were instrumental in building Mexican judiciary confidence in, and demand for USAID-funded technical assistance. The border conferences have achieved their initial purpose, and no further conferences are planned. Future focus will be on supporting Mexican judicial strengthening initiatives which arose in part from conference-generated dialogue between US and Mexican jurists.

One of these areas is judicial professionalization, which is seen by Mexican court officials as key to fighting judicial corruption and increasing access to justice. The USAID-supported UNAM Judicial Masters' Degree Program provided this training to forty-one judges from four states in the first year of the program. Strong demand from additional states for the program led USAID/Mexico's justice sector partners to explore broader replication through distance learning. Mexico's Monterrey Technological Institute has virtual training centers at its campuses in 27 locations around the country. USAID proposes to provide start up funding, which will help launch this new program. This program will significantly extend the impact of USAID's judicial education model, and increase outreach to the judicial profession.

The Center for Attention to Victims of Crime (CENAVID) - a local NGO established with USAID support - tested community models for alternative dispute resolution and exceeded its targets for cases successfully mediated. Based on that experience, CENAVID opened the first court annexed mediation center in the state of Jalisco at the end of FY 1999. Jalisco is only the second state court in Mexico to offer mediation as an alternative to traditional court proceedings. CENAVID is the only institution in the country with capacity to train judges and court personnel in mediation, and is responding to requests from numerous other states for training and technical assistance to establish more court-annexed mediation centers. As a result of their successes to date, CENAVID received an Interamerican Development Bank (IDB) loan to open a commercial arbitration center serving businesses. The growing demand for CENAVID's technical assistance and the expansion into commercial arbitration greatly increase its potential to become financially self sufficient.

Possible Adjustments to Plans:

In order to maintain demonstrated commitment by target GOM institutions and NGOs, USAID/Mexico must receive not less than its requested budget levels for FY 2001 and FY 2002. The program is already operating at the most economical possible funding levels. Any reductions in annual levels will force the Mission prematurely to close out one or more activities before they can achieve their targeted results. The Mexico Mission will conduct a strategy review in May 2000, with G/DG and LAC/RSD assistance, to assess the strategic fit, performance and impact of all activities. The review will focus primarily on activities of the local governance and justice strengthening IRs. However, the Mission will consider a restructuring of support for NGO activities to increase citizen participation in all three IR's. In the local governance IR the Mission will look for new ways to strengthen synergies with USAID/Mexico's environmental SOs and increase municipal access to credit for public infrastructure. We also plan to evaluate contributions to justice sector strengthening under the NCSC Cooperative Agreement; and identify new directions for USAID support. The Mission expects to redesign and re-bid a new activity that responds to evolving Mexican priorities. In response to STATE/INL's newly announced support for victims' rights, USAID/Mexico is participating in an Embassy workgroup to develop proposals to provide support in this area.

In anticipation of the July, 2000 Mexican presidential race, USAID/Mexico plans to support limited-term activities to (1) increase Mexican technical capacities for oversight of the pre-electoral campaign period, (2) increase Mexican court, observer, and party technical capacity to adjudicate electoral law violations, and (3) bring international observer delegations to Mexico. The coming elections most likely will not affect USAID's local governance and judicial strengthening activities. While USAID's congressional program works with permanent support

offices, it is possible that turn-over could delay or alter the program, which is strongly supported by current Congressional leaders.

Other Donor Programs:

Local Governance - Ford Foundation, IDB, World Bank, EU and European donors; Congress - National Democratic Institute, International Republican Institute, National Endowment for Democracy and Ford Foundation; Courts - STATE/INL, many U.S. law enforcement agencies, the World Bank

Major Contractors and Grantees:

Local Governance - ICMA, Citizen's Movement for Democracy; Congressional Strengthening - SUNY Research Foundation; Courts - National Center for State Courts, National Autonomous University of Mexico, Center for Assistance to Victims of Crime.

Performance Data Table

Objective Name: More democratic processes adopted in key government institutions			
Objective ID: 523-003-01			
Approved: 1998		Country/Organization: USAID/Mexico	
Result Name: 3.1: More Effective Local Governance in Target Areas			
Indicator: 1: Rating on the effective local government component of the Local Governance Milestone Index			
Unit of Measure: Number which reflects the average score of 6 target municipalities on a scale from 0 - 3	Year	Planned	Actual
	1998 (B)	NA	.4524
Source: ICMA project reports	1999	1	1.2619
Indicator/Description: The scale measures local government effectiveness annually, according to internationally accepted standards defined by ICMA, in 7 areas: incorporation of citizen requests for information; availability of public information; incorporation of input from citizen committees; budget approval process; raising of operating revenues from local sources; inter-municipal cooperation; and service coverage. This indicator represents the effective use and implementation of the policies and procedures as measured in Indicators 3.1.1, 1 and 3.1.2, 1, below. Services include potable water, sewer, lighting, paved streets and garbage collection. The scores are determined annually by a panel of city management experts.	2000	1.5	NA
	2001	1.3	NA
	2002	2	NA
	2003	2.5	NA
Comments: Following initial baseline measurements in 1998, the structure of the Local Governance Milestone Index was evaluated and modified by ICMA with Mission input. This modification was encouraged by technical experts and will ensure more objective performance monitoring in subsequent years. With this modification, the original baseline measurements were re-calculated to achieve a new final average score to reflect the updated grouping of index elements. The above-reported baseline is now definitive, no subsequent modifications are expected.			

Performance Data Table

Objective Name: More democratic processes adopted in key government institutions			
Objective ID: 523-003-01			
Approved: 1998		Country/Organization: USAID/Mexico	
Result Name: IR3.3.1: Increased Access to Justice			
Indicator: 1: Percent of cases successfully mediated in target community centers			
Unit of Measure: Percent where the denominator is all cases mediated and the numerator is all of those cases successfully mediated.	Year	Planned	Actual
	1998 (B)	NA	10/35=29%
	1999	15/50=30%	22/65=33.8%
Source: CENAVID Mediation Registries (Registros de Mediación)	2000	30/80=37.5%	NA
	2001	45/100=45%	NA
	2002	75/150=50%	NA
Indicator/Description: “Successful” means that at, or directly after the mediation, the parties agree to a resolution of their dispute, which is recorded in a document (“Acuerdo Final de las Partes en la Mediación”) signed by both parties and the mediator. Target community centers are those operated by the Center for Attention to Victims of Crime (CENAVID)	2003	180/200=90%	NA
Comments: Civil, family and labor disputes were mediated this past year. CENAVID conducts mediation at its Main Office, at the Barrios Unidos en Cristo Center, and at the Centro Cristiano Mediation Center. As a result of ongoing mediation advocacy efforts and mediation education programs for court professionals, in 1999 CENAVID gained authorization to perform court-annexed mediation for the state of Jalisco public defenders office (Defensoria de Oficio del Supremo Tribunal de Justicia del Estado de Jalisco). While the community mediation centers continue to enable increased access to justice for individuals voluntarily seeking dispute resolution outside of the court system, final agreements between disputing parties achieved by the new court annexed mediation carry the signature of a state judge, making the final decision legally binding. Three out of the four family cases mediated through this court-annexed mediation (and reflected in the above total) reached final resolution. USAID will continue to monitor the expansion of CENAVID's court-annexed mediation efforts in the Jalisco state court system.			

Country/Organization: USAID Mexico

Objective ID: 523-002-01

Objective Name: Enhanced quality and sustainability of HIV/AIDS/STI services in target states

Self Assessment: On Track

Self Assessment Narrative: Steady progress was made toward achievement of SO4 in FY 1999. Multisectoral strategic planning and research activities successfully progressed on-target, while NGO strengthening activities exceeded expectation. The key results section below outlines these activities.

Primary Link to Strategic Agency Framework: 4.4 HIV/AIDS
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input checked="" type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

SO4 supports the Agency objective "HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced". The Embassy's Mission Plan and Program (MPP) designates Mexico as a key country for infectious diseases and other health concerns. One of the Embassy's explicit objectives is to "promote GOM actions such as enhanced access to HIV/AIDS services and information, improved policy environment and strategic planning for HIV/AIDS in target states to decrease the level of infectious diseases".

USAID/Mexico works with Mexico's national AIDS program (CONASIDA) to prepare selected states to assume responsibility for funding, management, and integration of HIV/AIDS and Sexually Transmitted Infections (STI) programs. USAID cooperates with the national program and target states to 1) assess their current and projected situations with respect to HIV/AIDS and STIs; 2) identify the most vulnerable populations; and 3) design financially viable programs aimed at prevention, rather than costly treatment.

The principal Intermediate Results necessary for achievement of the Strategic Objective are: improved HIV/AIDS/STI policy environment at the national and sub-national level (IR 4.1) and increased capacity of public and private actors to deliver HIV/AIDS/STI services (IR 4.2). Ultimate customers of these services are low-income Mexican men and women in the target states of Yucatán, Guerrero, México, Oaxaca, Veracruz, Puebla, Jalisco, and the Federal District.

Key Results:

Marking an innovation within Mexico's health sector, multisectoral citizen groups are now fully operational in two of the most seriously affected states, Yucatan and Guerrero, thus fulfilling the challenging 1999 SO sustainability target for Indicator #4. In addition to developing state-wide strategic plans, the multisectoral groups are actively impacting state resource allocation decisions for HIV/AIDS/STIs. For the first time, an AIDS Prevention Council, (CODFSIDA) has been established for the Federal District (DF). Provision of workshops by the USAID-funded International HIV/AIDS Alliance resulted in 63 out of 64 participating NGOs from four target states developing plans for NGO partnering (compared to only 6 NGOs prior to participation in the workshops). This greatly exceeded the target of 75% and broadened state capacity for addressing HIV/AIDS. The number of HIV/AIDS NGOs in target states with improved strategic plans (indicator #8) reached 56 in FY 1999, more than 4 times the target (13 NGOs).

Performance and Prospects:

IR 4.1

Excellent progress in developing state-level citizen planning groups helps to strengthen the democratic process and build a community response to HIV/AIDS. The multisectoral strategic planning groups in Yucatan and Guerrero have shown dynamic community response to preventing HIV/AIDS. Advocacy by the multisectoral citizen groups for increased state funding for HIV/AIDS/STI resulted in an increased HIV/AIDS/STI budget in Guerrero and in a specific allocation for HIV/AIDS/STI within the Yucatan health budget for calendar year 2000. In Yucatan this marks the first time that funds have been allocated specifically for HIV/AIDS/STI. Multisectoral groups in three additional states are expected to be functioning by 2001.

An AIDS Prevention Council (CODFSIDA) was established in the Federal District in January 2000, thanks to Mexican lobbying efforts supported by the USAID-funded Policy Project. This

AIDS prevention council is a significant accomplishment given that the DF has the highest concentration of AIDS cases in the country, and the government previously lacked sufficient political will to address the problem in Mexico City.

Because the presence of a sexually transmitted infection (STI) can increase the efficiency of HIV transmission, effective STI management is an integral component of any HIV/AIDS prevention strategy. The USAID-funded Implementing AIDS Prevention and Control Activities (IMPACT) project of Family Health International is providing technical assistance to the National AIDS Program (CONASIDA) for development of the first national guidelines for STI management. Research being conducted together with selected local NGOs on STI prevalence, antimicrobial drug resistance, and the female condom will lead to new STI prevention, diagnosis and treatment protocols to be included in national guidelines.

IR 4.2

In any country, government efforts alone are not sufficient to deal with the threat HIV/AIDS poses to society. Community participation is also essential, making NGO strengthening an integral part of SO4. Progress toward increased capacity among governmental and non-governmental partners to deliver HIV/AIDS/STI services is exceeding expectation. NGOs achieved improved internal functioning and developed outreach programs to other NGOs, and to the public sector. NGO strengthening activities with the International HIV/AIDS Alliance are proceeding on schedule, with work in two additional states to be consolidated by FY 2001.

A service provision assessment on quality of care in 96 primary care facilities of the Secretariat of Health (SSA) was completed in March 2000 (indicators 2 and 3), with final results expected in the third quarter of FY 2000. These results will form the basis for targeted improvement and measurement of quality of care in HIV/AIDS/STIs in Secretariat of Health facilities in all target states in 2001-2003. The assessment will yield important data for CONASIDA and the Secretariat of Health on adherence to national guidelines and standards, and will form the basis for training for health service providers tailored to the state level.

Benchmarks expected during FY 2001 include: (1) completed female condom acceptability study; (2) strategic plans for HIV/AIDS/STI developed by citizens' planning groups in two additional states; and (3) completion of baseline AIDS Policy Environment Scores in the final two states.

Possible Adjustments to Plans:

USAID/Mexico will adjust its targets upward for the number of NGOs with improved strategic plans. This adjustment reflects the fact that the civil society sector appears to be more dynamic and interested in institution building in HIV/AIDS than expected.

Mexico constitutes an important landbridge for migration from Latin America into the United States. People on the move are especially vulnerable to contracting and spreading disease. Under the Tapachula (Chiapas) agreement, Mexico's aid program is working with Central American countries and international donors to formulate a regional approach to HIV/AIDS prevention in populations who cross borders. The strategy would be to maximize impact by focusing on "hot spots" (geographic points where mobile populations tend to converge, such as

along truck routes, in border towns, ports and trade centers). If additional funds are made available, USAID/Mexico will widen its approach to include design, implementation and evaluation of activities for a coordinated regional approach to HIV/AIDS prevention among mobile populations. This would have direct beneficial results for U.S., as well as Mexican citizens; and would enhance the effectiveness of USAID/Mexico and Central America Missions' existing HIV/AIDS programs.

Elections will be held in Mexico in July and a new president will take office in December 2000. As a result, many of the people with whom we work will change. Program progress may slow temporarily as USAID works to acquaint new officials with activities and priorities. In the event that the new government withdraws or wishes to modify drastically its support for HIV/AIDS/STI, USAID, collaboration with CONASIDA would be adversely affected, and USAID would consider a shift toward a stronger focus on NGOS in the target states.

Other Donor Programs:

USAID continues to be the largest donor in this field. Various donors engage in activities that complement USAID's. These include the World Bank-funded regional project for Latin America; the joint United Nations Programme on HIV/AIDS (UNAIDS); the Pan American Health Organization (PAHO); and the MacArthur Foundation which supports NGO strengthening in selected states. USAID/Mexico has leveraged donor funding from Japan under the Common Agenda mechanism. As a result, Japan has agreed to provide \$800,000 of HIV/AIDS related equipment and supplies in coordination with USAID/Mexico's program, over four years. In addition, a donor dialogue is in an advanced stage with Italy for similar collaboration on capacity building for Mexican NGOs.

Major Contractors and Grantees:

Current contractors and grantees include the International HIV/AIDS Alliance, working on NGO strengthening; Family Health International, providing technical assistance to CONASIDA on development of national guidelines for STIs and their integration into state HIV/AIDS programs; Futures Group International, working in multisectoral strategic planning; Macro International, doing monitoring and evaluation; and CONASIDA, the National AIDS Prevention Council, exercising normative and supervisory authority over individual state programs.

Performance Data Table

Objective Name: Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States			
Objective ID: 523-002-01			
Approved: June 1998		Country/Organization: USAID Mexico	
Result Name: SO Indicator			
Indicator: # 4: Number of target states with on-going public-private collaborations			
Unit of Measure: cumulative number of states	Year	Planned	Actual
Source: Policy Project/The Futures Group	1998 (B)	NA	0
Indicator/Description: The cumulative numbers of target states that have or have created a mechanism during the year for on-going public-private collaboration around HIV/AIDS/STI issues.	1999	2	2
	2000	4	NA
	2001	6	NA
	2002	7	NA
	2003	8	NA
Comments: On-going public-private collaboration is defined as the existence of a multisectoral coordinating group engaged in activities that may include the development of a strategic plan, fund-raising and allocation of organizational resources towards HIV/AIDS/STI activities, and/or joint advocacy			

Performance Data Table

Objective Name: Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States			
Objective ID: 523-002-01			
Approved: June 1998		Country/Organization: USAID Mexico	
Result Name: 4.1: Improved HIV/AIDS/STI policy environment at the national and subnational level			
Indicator: 5: Change in AIDS Policy Environment Score (APES)			
Unit of Measure: Percent	Year	Planned	Actual
Source: Policy Project/Futures Group	1998 (B)	NA	50%
Indicator/Description: the APES is an instrument designed by the Futures Group International to measure the degree to which the policy environment in a particular country supports HIV/AIDS prevention, quality of care, human rights, and mitigation of negative effects on society.	Set 1: four states		
	1999	NA	NA
Comments: Target states are Guerrero, Yucatán, México, Puebla, Oaxaca, Jalisco, Veracruz, and the Federal District. The APES is composed of seven categories: political support, policy formulation, organizational structure, legal and regulatory environment, program resources, program components, and evaluation and research. In 1998, the APES baseline assessment was conducted in Mexico, Guerrero, Yucatan and the Federal District (Set 1). In 2000, APES baseline data will be gathered in Veracruz and Oaxaca (Set 2), and in 2001 in Jalisco and Puebla (Set 3). The indicator is reported as the averaged percentage APES score.	2000		NA
	Set 1: four states	55%	
	Set 2: two states (B)	50%	
	2001		NA
	Set 3: two states (B)	50%	
2002		NA	
Sets 1 and 2	60%		
2003		NA	
Set 3	60%		

Performance Data Table

Objective Name: Enhanced Quality and Sustainability of HIV/AIDS/STI Services in Target States			
Objective ID: 523-002-01			
Approved: June 1998		Country/Organization: USAID Mexico	
Result Name: 4.2: Increased capacity of governmental and non-governmental partners to deliver HIV/AIDS/STI services			
Indicator: 8: Number of HIV/AIDS NGOs in target states with improved strategic plans			
Unit of Measure: Cumulative number of HIV/AIDS NGOs	Year	Planned	Actual
	1998 (B)	NA	0
Source: International HIV/AIDS Alliance documentation (provided by Colectivo Sol and focal point NGOs in each state)	1999	13	56
	2000	36	NA
	2001	45	NA
Indicator/Description: Number of HIV/AIDS NGOs in target states with demonstrably improved strategic plans which include external relations and alliance building strategies.	2002	54	NA
	2003	63	NA
Comments: Target states for 1998-1999 are Guerrero, Yucatán, Mexico, Federal District. For 2000-2003 target states are Puebla, Oaxaca, Jalisco, and Veracruz. HIV/AIDS Alliance will monitor the percentage and number of leading AIDS NGOs, People with AIDS (PWA) groups and civil society activists who received training/technical assistance in the program which have improved strategic plans including external relations and alliance building strategies. Data is obtained through structured interviews. Targets were adjusted upwards based on 1999 performance exceeding plans.			

Country/Organization: USAID/Mexico

Objective ID: 523-008-01

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Self Assessment: On Track

Self Assessment Narrative: The strategy for the tuberculosis program in Mexico was approved by USAID/Washington on December 1, 1999.

Primary Link to Strategic Agency Framework: 4.5 Infectious Diseases Reduced
(please select only one)

Secondary Link to Strategic Agency Framework:
(select as many as you require)

- | | |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Health

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

The Embassy's Mission Performance Plan states "The environment we share with Mexico includes a 2,000-mile land border and two oceans, making our interest in protecting the environment, promoting sustainable development, and strengthening programs of disease control incontrovertible." Tuberculosis in Mexico directly affects U.S. citizens through: (1) migration of

infected individuals to U.S. border areas and beyond (approximately 40% of US tuberculosis cases are traceable to migrants, mostly from Mexico, Vietnam and the Philippines), (2) difficulty in identifying these individuals and ensuring continuity of treatment, and (3) the risk of epidemic facilitated by HIV/AIDS. The six Mexican states along the U.S. border report approximately 20 percent of Mexico's cases and have tuberculosis morbidity and mortality rates higher than the Mexican national average.

Reduction of the incidence and transmission of TB cannot be achieved by prevention and control activities solely along the U.S./Mexico border. Infected persons arrive in the border areas daily from the southern part of Mexico where economic and social conditions favor continued TB transmission. Hence, an integrated and geographically widespread approach is necessary to effectively combat tuberculosis. The Embassy Program Plan calls for USAID and EST to promote GOM support for and collaboration with global surveillance and response to infectious disease threats such as tuberculosis and antimicrobial resistance. Beneficiaries of this activity include people with tuberculosis and those at risk for contracting the disease, including tuberculosis patient contacts residing in rural and urban areas of the priority municipalities in the thirteen states listed below.

USAID/Mexico's Tuberculosis Strategy, approved in December 1999, aims to provide an increased awareness of TB, reduce transmission of the disease, and decrease mortality. There are four Intermediate Results considered for obtaining the strategic objective: (1) improved national and local political and administrative commitment to a tuberculosis control program; (2) increased use of laboratory-based diagnosis to identify tuberculosis cases; (3) improved directly observed therapy meeting strict case definitions; and (4) improved mechanisms for monitoring program activities.

Key Results:

There are no key results to report because the program is new. However, the following events demonstrate strong U.S. and Mexican commitment to this program.

During a February 1999 meeting of Presidents Zedillo and Clinton in Mérida, the GOM and the USG signed a Memorandum of Understanding to enhance epidemiological surveillance and control of tuberculosis in Mexico. Another Memorandum of Understanding in June 1999, signed at the U.S.-Mexico Binational Commission, assigned US\$1 million for the first year of project activities.

Proposed life of project funding levels were raised from \$5 million to \$16 million at the request of the U.S. Congress.

USAID/Mexico and the Mexican Secretariat of Health (SSA) will sign the Tuberculosis Prevention and Control Strategic Objective Grant Agreement by April 2000.

Performance and Prospects:

The Mexican Secretariat of Health identified the following states as highest priority for TB action: Baja California, Sonora, Chihuahua, Coahuila, Nuevo León, and Tamaulipas on the norther border; Chiapas, on the southern border with Central America; and Jalisco, Veracruz,

Michoacán, Guerrero, Oaxaca, and San Luis Potosí. The strategy was approved on December 1, 1999.

USAID/Mexico and the SSA, in collaboration with USAID/Washington and the Centers for Disease Control and Prevention (CDC) developed the First-Year Workplan and the proposed Performance Monitoring Plan in February 2000. First-year activities include:

IR 5.1: a) enhanced collaboration among key stakeholders through USAID and project personnel participation in GOM's existing inter-institutional meetings on tuberculosis; and b) creation of an educational campaign to raise the level of awareness of service providers and to motivate persons with symptoms suggestive of pulmonary tuberculosis to seek immediate and appropriate medical care. This activity will begin with formative research (focus groups) to learn the habits of select populations and their opinions concerning tuberculosis services, why they do not wish to comply with treatment, etc. in order to develop effective ad campaigns.

IR 5.2: purchase of laboratory equipment (microscopes and safety hoods) for both the SSA (public health service) and the Mexican Social Security Institute (IMSS) in the priority states.

IR 5.3: a) operations research on Directly Observed Therapy - DOTS to: identify factors that affect DOTS outcomes; determine methodologies to be replicated in other locations by the GOM and/or NGOs; and evaluate state and local GOM and NGO TB services and programs, epidemiological surveillance, and laboratory network operations (with CDC); and b) evaluation of the prevalence of drug resistance in order to describe primary drug resistance patterns and characteristics, support treatment recommendations in Mexico and evaluate and strengthen Mexican diagnostic laboratory capacity (with CDC).

IR 5.4: a) supervision and evaluation of project activities at the state and local levels by USAID, GOM and project personnel; and b) evaluation of the tuberculosis Epidemiological Surveillance System in the northern border areas of Mexico, including identification of binational systems (Epi-TB, CURE – TB, TB-NET, etc.) and evaluation of their effectiveness, identifying possibilities for integration (with CDC).

Possible Adjustments to Plans:

There are no planned adjustments to this objective for the next fiscal year. Changes in the Secretariat of Health administration may occur after the July 2000 presidential election and formal change of presidents in January 2001. USAID/Mexico is confident, however, that national and state-level commitment to the National Tuberculosis Prevention and Control Program will remain strong, since the GOM has determined tuberculosis to be a priority program for the entire national health system.

Other Donor Programs:

Other current donors to Mexico's National Tuberculosis Prevention and Control Program include The Pan American Health Organization (PAHO) and the National Committee for the Fight Against Tuberculosis and Respiratory Diseases, a Mexican NGO. While the major responsibility for implementation of Mexico's National Tuberculosis Prevention and Control Program belongs to the GOM, these donors provide technical assistance, and support for training of health

personnel, strengthening of the national public health laboratory network, purchase of computer equipment, production of educational and training materials, and supervision. Under the U.S.-Japan Common Agenda, Japan has agreed to provide \$800,000 over four years for tuberculosis activities, in coordination with USAID's support to Mexico's national program. USAID's program will be enhanced in the border states by collaboration with the U.S. border states and their binational programs funded by CDC, HRSA and PAHO.

Major Contractors and Grantees:

USAID will work closely with the Mexican Secretariat of Health and U.S., international and local PVOs and contractors to implement activities in support of this strategic objective. Mexico partners include the Secretariat of Health (Division of Prevention and Control of Mycobacteriosis, the Office for the Coordination of Epidemiological Surveillance, State Administrations and their TB Services, and INDRE, the National Institute of Epidemiological Diagnosis and Reference); and the other members of the National Tuberculosis Prevention and Control Program - IMSS, IMSS-Solidaridad, and ISSSTE. Potential U.S. partners include the Centers for Disease Control and Prevention (CDC), U.S. NGOs, Gorgas Institute, International Union Against Tuberculosis and Lung Diseases (IUATLD), and Ten Against TB.

Performance Data Table

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas			
Objective ID: 523-008-01			
Approved: December 1, 1999		Country/Organization: USAID/Mexico	
Result Name: SO Indicator			
Indicator: Proportion of medical facilities where tuberculosis services are provided which have 100% of their TB cases on DOTS			
Unit of Measure: Percent	Year	Planned	Actual
Source: Epi TB, statistical system, case registry	1999		30%
Indicator/Description: Definition: Facilities in the nation's public health sector where 100% of newly diagnosed tuberculosis cases are under directly observed therapy, short course (DOTS).	2000	60%	
	2001	80%	
	2002	90%	
	2003	95%	
	2004	95%	
Comments: This indicator, and its baseline and targets are from the proposed Tuberculosis Performance Monitoring Plan, and may be revised as implementation proceeds.			

Performance Data Table

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas			
Objective ID: 523-008-01			
Approved: December 1, 1999		Country/Organization: USAID/Mexico	
Result Name: 5.1: Improved national and state political and administrative commitment to a tuberculosis control program			
Indicator: Number of interinstitutional meetings convened at the national level with representatives of the National Program and each of the major health systems involved in tuberculosis prevention and control activities in Mexico, especially the priority areas			
Unit of Measure: Number	Year	Planned	Actual
Source: Meeting notes	1999		0
Indicator/Description: A key element of the DOTS strategy is political/administrative commitment. This indicator will measure concrete evidence of the national, state and local governments' commitment toward effective tuberculosis control and prevention activities based on the DOTS strategy. Meetings will be held to discuss progress, identify problems, propose actions to resolve problems, delineate next steps and develop consensus.	2000	1	
	2001	4	
	2002	4	
	2003	3	
	2004	3	
Comments: This indicator, and its baseline and targets are from the proposed Tuberculosis Performance Monitoring Plan, and may be revised as implementation proceeds.			

Performance Data Table

Objective Name: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas			
Objective ID: 523-008-01			
Approved: December 1, 1999		Country/Organization: USAID/Mexico	
Result Name: 5.2: Increased use of laboratory-based diagnosis to identify tuberculosis cases			
Indicator: Proportion of TB laboratories in the priority areas participating in INDRE’s quality assurance program.			
Unit of Measure: Percent	Year	Planned	Actual
Source: Jurisdictional and state reports submitted to INDRE	1999		80%
	2000	90%	
Indicator/Description: INDRE, the National Institute of Epidemiological Diagnosis and Reference, has a quality assurance mechanism to evaluate the performance of TB laboratories performing smear microscopy and culture identification. This helps to ensure that laboratories are performing at an acceptable level in support of the diagnostic efforts of TB clinics.	2001	90%	
	2002	95%	
	2003	100%	
	2004	100%	
Comments: This indicator, and its baseline and targets are from the proposed Tuberculosis Performance Monitoring Plan, and may be revised as implementation proceeds.			

Country/Organization: USAID/Mexico

Objective ID: 523- 4019-00

Objective Name: Microenterprise Growth.

Self Assessment: New: On Track

Self Assessment Narrative: The Strategy for microenterprise support in Mexico was approved by USAID/Washington on January 27, 2000.

Primary Link to Agency Strategic Framework: 1.3 Economic Opportunity for the Poor
(please select only one)

Secondary Link to Agency Strategic Framework:
(select as many as you require)

- | | |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input type="checkbox"/> 4.4 HIV/AIDS | <input type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input type="checkbox"/> 5.1 Global Climate Change | <input checked="" type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input checked="" type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input checked="" type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: American Citizen and US Borders

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): No Secondary Linkage

Summary of the SO:

To strengthen the institutional base for sustainable microenterprise growth by supporting Mexican initiatives.

To help reach this SpO, four Intermediate Results will be achieved:

Intermediate Result No. 1: Increased communication and collaboration among microenterprise finance institutions (MFIs) and other service providers, to define constraints to microenterprise growth, and organize Mexican initiatives to address those constraints.

Intermediate Result No. 2: Selected MFIs' institutional management strengthened, to help increase and improve credit and other financial services to microenterprise.

Intermediate Result No. 3: Increased understanding and appreciation of the role of microenterprise in the Mexican economy.

Intermediate Result No. 4: Models and mechanisms developed to meet credit and other service needs of rural microenterprise.

Tentative targets for each of these indicators were set forth in the Strategy document. However, final targets must be developed in consultation, and with the approval of, the Mexican Working Group that will provide policy oversight to Strategy implementation. The Indicator Tables in next year's R-4 will show final Intermediate Results and targets for the life of the strategy.

Customers: The immediate customers are the MFIs whose institutional capacity will be strengthened. The ultimate customers are microenterprises that will gain greater access to credit.

Key Results:

None. The strategy has just been approved.

Performance and Prospects:

USAID/Mexico is starting recruitment for the Long-Term Technical Advisor (LTA) to manage implementation of the strategy.

Prospects for success are good. The Mexican Working Group is made up of dynamic Mexican MFI leaders selected for their collective vision of, and commitment to, removing institutional roadblocks to microenterprise growth. The MFIs which will receive technical assistance under the strategy were selected because they are financially sound, and regulated (or working toward regulation). These are two fundamental requirements, to insure that USAID-funded technical assistance produces the institutional strengthening results desired.

Possible Adjustments to Plans:

None anticipated at this time.

Other Donor Programs:

The strategy will draw on relevant experiences of other donors. The World Bank is implementing a \$15 million integrated rural development project, involving, creation and support of microenterprise, in 23 remote rural areas. The Inter-American Development Bank (IDB) funds a Latin American regional microenterprise finance training program based in Mexico, and a small, experimental microenterprise training program in the University of Chihuahua. The Swiss Government is funding a small pilot microenterprise training program in Mexico City's

Ibero-American University. USAID will be able to benefit from lessons learned under these projects, and incorporate them, as appropriate, into its own strategy implementation.

Major Contractors and Grantees:

Day to day strategy implementation will be handled by the Long-Term Technical Advisor (LTA) selected through a competitive process. Additional short-term technical assistance will be contracted for specialized tasks. Highly qualified Mexican universities or private firms will be contracted to carry out the studies called for under the strategy. The activities of the Mexican Working Group will be organized and coordinated by a Mexican NGO, Pro Desarrollo, of which most MFI's are members.

Country/Organization: USAID Mexico

Objective ID: N/A

Objective Name: United States - Mexico: Third Country Training and Technical Cooperation Program (TTCP)

Self Assessment: On Track

Self Assessment Narrative: N/A

Primary Link to Strategic Agency Framework: 7.3 Commitment to Sustainable Dvlpmnt Assured

Secondary Link to Strategic Agency Framework:

TTCP supports many Strategic Objectives in many missions; therefore there are several secondary links based on those established by the existing Strategic Objectives, including:

- | | |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets | <input type="checkbox"/> 1.2 Ag Development/Food Security |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor | <input type="checkbox"/> 2.1 Rule of Law/Human Rights |
| <input type="checkbox"/> 2.2 Credible Political Processes | <input type="checkbox"/> 2.3 Politically Active Civil Society |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education |
| <input checked="" type="checkbox"/> 3.2 Higher Ed/Sustainable Development | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input checked="" type="checkbox"/> 4.2 Infant/Child Health/Nutrition | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced |
| <input checked="" type="checkbox"/> 4.4 HIV/AIDS | <input checked="" type="checkbox"/> 4.5 Infectious Diseases Reduced |
| <input checked="" type="checkbox"/> 5.1 Global Climate Change | <input checked="" type="checkbox"/> 5.2 Biological Diversity |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input checked="" type="checkbox"/> 5.4 Environmentally Sound Energy |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management | <input checked="" type="checkbox"/> 6.1 Impact of Crises Reduced |
| <input checked="" type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Regional Stability

Secondary Link to MPP Goals (optional): Democracy, Human Assistance, Environment, Population, and Health

Summary:

International cooperation is an effective mechanism for development assistance collaboration and political dialogue. Recognizing this, the United States government and the Government of Mexico have agreed to extend their collective experience to third countries through training and related technical cooperation programs. The program utilizes the technical expertise, development successes and lessons learned by the United States and Mexico to support locally-defined, long-term sustainable development goals of partner countries, focused on Central

America, but also directed to South America, the Caribbean, the Middle East, Eastern Europe, Africa, and the Asia-Pacific region.

TTCP's objective is to strengthen Mexico's capacity to offer quality training and technical cooperation to third countries. TTCP utilizes a three-tiered approach: (1) strengthening, extending, or expanding existing programs using established USAID partnerships with Mexican institutions; (2) identifying development needs using existing, but non-USAID supported, relationships; (3) developing of new U.S. and Mexican partnerships and new approaches to address longer-term, priority development needs.

TTCP directly supports the Second Summit of the Americas' Plan of Action. In addition, TTCP builds on the OECD Development Assistance Committee's efforts to promote integrated strategies and donor-recipient country partnerships. Finally, TTCP is directly linked to the Embassy's Program Performance goal of regional stability.

There are two Intermediate Results for this program:

Intermediate Result 1. Central Americans and other select regions supported by USAID training and technical assistance from US-Mexican development partnerships, benefiting from the collective experience of these partnerships and coordinated development approaches.

Intermediate Result 2. Mexico's nascent development assistance program is strengthened, based on alliances with USAID and USAID partners who carry out results-oriented, practical, public/private partnership oriented development approaches.

The ultimate customers of this program are recipients of sustainable development programs in the third countries assisted by the United States and Mexico. In addition, the newer USAID/Mexico program can also be considered a "customer" as it benefits from close collaboration with more experienced programs.

Key Results:

Building on the bilateral MOU to better coordinate international assistance, signed February 1999 by the United States and Mexico, a tri-partite MOU that directly supports the Summit of the Americas Plan of Action was signed in September 1999 at the UN General Assembly Meeting.

USAID/Mexico has established solid public/private partnerships between Mexican and U.S. partners. These partnerships have offered and will continue offer technical cooperation and training for third countries under the bilateral and to trilateral agreements.

To date, cooperation programs have been successfully carried out in reproductive health, pension system reform, environment disaster mitigation and preparedness, and efficient and renewable energy.

Models featured through these programs are already being replicated in partner countries, demonstrating the effectiveness of international cooperation. The Government of Poland has now

adopted a pension system based on the Mexico's existing pension program. The Philippines has made significant progress in developing a reproductive health council based on Mexico's National Population Council (CONAPO).

Possible Adjustments to Plans:

As TTCP is a new activity, no adjustments are foreseen at this time.

Other Donor Programs:

This program works closely with the Government of Mexico's Tutxla-Agreement, and is in contact with the Japanese and other bilateral donors, the World Bank, Interamerican Development Bank, and several United Nation's programs in the areas addressed by these agreements.

Major Contractors and Grantees:

Each exchange activity utilizes different contractors/grantees depending on the location, and the partner's depth of knowledge of training/technical assistance content and ability to offer practical courses. U.S. Contractors/Grantees include (among others): Price Waterhouse, AVSC, the Population Council, the Partners of the Americas, and the Academy for International Education.

R4 Part III: Resource Request

A. Program Resource Level

523-006-001 and 523-007-01 Environment/Energy: For FY 2001, the Bureau BBS requested \$5.975 million for Mexico's environment/energy activities. In January 2000, the activities received a one-year, \$2 million increase of funds as a result of the White House plus up of \$1 million for tropical biodiversity and \$1 million for clean energy initiatives in Mexico.

523-004-01 Democracy: The Democracy SO budget levels for FY 2001 and FY 2002 are a combination of DA, ESF and INC resources and represent minimum levels needed to meet continuing Democracy program commitments. Should INC funding levels be reduced, the Democracy program would require additional DA or ESF resources to make up the difference, or the justice activity would have to be closed out. Following a review of the democracy programs, and redesign of some components, the Mission may revise its funding requirements for FY 2000 and beyond.

523-002-01 HIV/AIDS: LAC/RSD approved funding for Phase I of the HIV/AIDS and Mobile Population proposal for implementation by USAID/Mexico; however, of the \$300,000 required to implement this phase, only \$200,000 is reflected in the FY 2000 OYB. An additional \$100,000 is required to carry out this project.

523-008-01 Tuberculosis: The R4 control levels in CS for FY 2001 and 2002 are not broken down between TB and HIV/AIDS. USAID/Mexico assumes that the TB total for each year is \$3 million.

New Microenterprise Strategy: Funding for FY 2000 is being budgeted at \$537,000; for FY 2001 and FY 2002 the control funding level approved is of 1 million dollars for each year. An additional \$250,000 of Global Bureau (PRIME grant) funds is expected for this strategy in FY 2000.

U.S. Mexico: Third Country Training and Technical Cooperation Program (TTCP) – Funding for FY 2000 was approved for \$300,000 dollars and is included in the tables. For FY 2001 the amount of \$500,000 is requested, however USAID/Mexico is discussing with the LAC Budget Office how the funds will be allocated and are therefore not being included in the R4 Tables at this time.

B. Relationship of the Program Request to OE and Staffing Requirements

Setting aside the administrative and fiscal adjustments engendered by the Agency's new policy on salaries, the forward funding limitation results in a one time "savings" in FY 2000. For FY 2000, missions are required to "live off" of two months of funds obligated in FY 99 for FSN salaries and to fund only 10 months of FSN salaries in FY 2000. If this policy remains in effect, the "one time adjustment" does not affect budget requirements for FY 2001 because a full twelve months of salaries will have to be obligated in FY 2001. Therefore, any "potential savings" for USAID/Mexico could occur only in FY 2000 and no reduction in OE requirements is projected for FY 2001.

The Mexico Mission has an exceedingly limited OE budget. Given program and staff growth, any deviations from projected costs have a profound affect upon budget requirements. In the case of USAID/Mexico, the following are causes and effects of unexpected budget shortfalls:

1. At the end of FY 1999, the Embassy was unable to enter into a contract to refurbish USAID space in the Embassy. OE funds in the amount of \$43,000 ,set aside in the Mission's budget for this purpose, were transferred to the Mission Regional Support Hub in San Salvador. USAID/San Salvador spent these funds on the understanding that \$43,000 in FY 2000 OE would be returned to USAID/Mexico. In spite of our requests, USAID/San Salvador has not returned this money.
2. At the beginning of FY 2000 the Embassy unexpectedly required an additional severance payment of \$27,000 dollars for a recently retired USAID employee.
3. In connection with our office move, the Mission must upgrade old equipment (see list below).
4. Because of tight OE, the Mission has deferred staff training and a full staff retreat for more than a year.
5. At the current, reduced OE level of \$533,800 we cannot pay for travel by USAID/San Salvador to provide administrative support to our Mission.

Unfunded FY 2000 OE Requirements

\$ 9,000	New Xerox copier machine (to replace our old one procured 8 years ago)
\$ 6,000	Two new laptops for official use (with the new Windows 95 Office suite) includes s&h costs
\$ 9,000	Movable walls for new office space
\$ 5,000	CD Tower for our LAN
\$ 7,000	New server to be used with Windows NT and licenses for NT
\$ 4,000	Two new PC's (includes s&h)
\$ 1,500	Audiovisual equipment (screen, projector)
\$ 3,500	Blinds for new office space
\$ 3,000	Retreat for USAID/Mexico (includes travel and per diem for Mission Personnel)
\$ 12,000	Retreat facilitator
\$ 4,000	Home Leave RTP for P. White and A. McDonald
\$64,000	Sub-Total
\$17,000	Restoration for El Salvador travel
\$81,000	New Total OE Requirements (unfunded)

USAID/Mexico seeks restoration of the \$17,000 cut from the FY 2000 OE budget, and also seeks the \$43,000 in OE which El Salvador promised to return. We will then determine how to absorb the \$21,000 in unfunded OE costs which remain.

For FY 2002, USAID/Mexico is budgeting the costs associated with the transfer of the current Mission Director and Deputy Director and the assignment to Post of replacements.

C. Pipelines

523-006-001 and 523-007-01 Environment/Energy: The environment/energy FY 1999 pipelines are being actively reduced. If no new FY 2000 funds were added, most projects would run out of

money around the end of the second quarter of FY 2000. The exceptions are two energy projects which operate under contracts and for which USAID funds are committed about 18 months ahead, and the Mexico-US Wildfires Prevention and Reforestation Program Agreement where USAID chose to front fund the commitment. The Fires Agreement funding was set to be completed in a three-year period (FY 1998, FY 1999 and FY 2000) while implementation and activity completion was programmed over a five-year period. Major spend down in the Fires Agreement began in the second quarter of FY 2000 and is expected to remain at high levels over the next 24-30 months.

523-004-01 Democracy: The Democracy program will have virtually no pipeline at the end of FY 2000 or FY 2001. This makes the program extremely vulnerable. If INC funding levels are reduced below the current expected \$500,000 level, DA or ESF must be provided, to avoid shut-down of the justice program.

523-008-01 Tuberculosis: The TB Program was approved by Washington. Program planning and implementation are just beginning. USAID/Mexico is still working on the details of the Grant Agreement with USAID/San Salvador and the GOM. This is the only large disbursement pending from FY 1999.

523-002-01 HIV/AIDS: The HIV/AIDS program has no significant FY 1999 pipeline

D. Capital Investment Fund

There are no major Capital Investment Fund (CIF) expenses budgeted by USAID/Mexico for FY 2001 nor for FY 2002.

E. ICASS

A proforma invoice prepared by the Embassy on 01/21/00 shows an estimated USAID/Mexico ICASS charge of \$82,240 for O.E., and of \$32,393 for Development Assistance. However, a review of workload counts uncovered a discrepancy in this invoice. The D.A. for local-hire staff was mistakenly included in the O.E. account. We estimate that the total combined bill, once corrected, should show about 50% for each category.

F. Voluntary Foreign National Separation Account

The Voluntary Foreign National Separation Account (Table 6) is fully funded for all FSN employees as of September 30, 2000. No trust funds are available to USAID/Mexico.

NOTE 1. The tables which follow reflect Washington instructions to show OE breakout at the reduced (\$533,800) FY 2000 level. The tables do not reflect the actual OE requirements for FY 2000 which remain unfunded (Section C).

NOTE 2: The Department of State has indicated that they may implement a 10 year retroactive supplemental retirement plan for FSN employees (both DH and PSC's) and that this may happen this FY 2000. If so, Mission, will have additional unfunded liability. We understand the Agency agreed to the proposed FSN retirement fund increase, some five years ago. It has yet to be implemented because STATE has not had sufficient funds.

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 4 HIV/AIDS	New Policy Results Pkg 936-3078.02	High			550,000		550,000
SO 4 HIV/AIDS	IMPACT 936-3090.02	High			200,000		200,000
SO 4 HIV/AIDS	Int'l HIV/AIDS Alliance 936-3090.07	High			200,000		150,000
SO 4 HIV/AIDS	MEASURE II 936-3083.01	High					250,000
SO 6 Environment	Coastal Resources Management PCE-A-00-95-00030	High			350,000		
SO 6 Environment	Neotropical Migratory Bird	High			50,000		
GRAND TOTAL.....					950,000		1,150,000

* For Priorities use high, medium-high, medium, medium-low, low

Program, Workforce and OE Tables

FY 2000 Budget Request by Program/Country

Fiscal Year: 2000 Program/Country: Mexico

Approp: INL

Scenario: Base Level

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
523-006-01 Critical ecosystems and biological resources conserved															
	Bilateral	0						0							0
	Field Spt	0						0							0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-007-01 Carbon dioxide emissions and pollution reduced															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-003-01 More democratic processes adopted in key government institutions															
	Bilateral	500											500	500	0
	Field Spt	0													
		500	0	0	0	0	0	0	0	0	0	0	500	500	0
523-002-01 Enhanced quality and sustainability of HIV/AIDS/STI services in targeted areas															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
523-008-01 Sustainable and effective institutional capacity developed to diagnose, control and monitor T/B in target areas															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
New microenterprise activity															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		500	0	0	0	0	0	0	0	0	0	0	500	500	0
Total Field Support		0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		500	0	0	0	0	0	0	0	0	0	0	500	500	0

FY 2000 Request Agency Goal Totals	
Econ Growth	0
Democracy	500
HCD	0
PHN	0
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	500
Dev. Assist ICASS	
Dev. Assist Total:	500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD

Account. (**) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

Workforce Tables

Org_USAID/Mexico_523 End of year On-Board								Total							Total	Total
FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0.5		0.5					1	1						1	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	1	0.5	0.5				2	2
Other FSN/TCN								0	1	2		1		2	6	6
Subtotal	0.5	0	0.5	0	0	0	0	1	3	2.5	0.5	1	0	2	9	10
Program Funded 1/																
U.S. Citizens	1	1	2	1	1	1		7							0	7
FSNs/TCNs	1.5	1.5	1	0.5	0.5			5							0	5
Subtotal	2.5	2.5	3	1.5	1.5	1	0	12	0	0	0	0	0	0	0	12
Total Direct Workforce	3	2.5	3.5	1.5	1.5	1	0	13	3	2.5	0.5	1	0	2	9	22
TAACS								0							0	0
Fellows	0.5	0.5						1							0	1
IDIs								0							0	0
Subtotal	0.5	0.5	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	3.5	3	3.5	1.5	1.5	1	0	14	3	2.5	0.5	1	0	2	9	23

Org_USAID/Mexico 523 End of year On-Board								Total							Total	Total
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	0.5		0.5					1	1						1	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	1	0.5	0.5				2	2
Other FSN/TCN								0	1	2		1		2	6	6
Subtotal	0.5	0	0.5	0	0	0	0	1	3	2.5	0.5	1	0	2	9	10
Program Funded 1/																
U.S. Citizens	1	1	2	1	1	1		7							0	7
FSNs/TCNs	1.5	1.5	3	0.5	0.5			7							0	7
Subtotal	2.5	2.5	5	1.5	1.5	1	0	14	0	0	0	0	0	0	0	14
Total Direct Workforce	3	2.5	5.5	1.5	1.5	1	0	15	3	2.5	0.5	1	0	2	9	24
TAACS								0							0	0
Fellows	0.5	0.5						1							0	1
IDIs								0							0	0
Subtotal	0.5	0.5	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	3.5	3	5.5	1.5	1.5	1	0	16	3	2.5	0.5	1	0	2	9	25

1/ Excludes TAACS, Fellows, and IDIs

TABLE Country02R2B_WF

Workforce Tables

Org_ USAID/Mexico 523 End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	0.5		0.5					1	1						1	2
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0	1	0.5	0.5				2	2
Other FSN/TCN								0	1	2		1		2	6	6
Subtotal	0.5	0	0.5	0	0	0	0	1	3	2.5	0.5	1	0	2	9	10
Program Funded 1/																
U.S. Citizens	1	1	2	1	1	1		7							0	7
FSNs/TCNs	1.5	1.5	3	0.5	0.5	1		8							0	8
Subtotal	2.5	2.5	5	1.5	1.5	2	0	15	0	0	0	0	0	0	0	15
Total Direct Workforce	3	2.5	5.5	1.5	1.5	2	0	16	3	2.5	0.5	1	0	2	9	25
TAACS								0							0	0
Fellows	0.5	0.5						1							0	1
IDIs								0							0	0
Subtotal	0.5	0.5	0	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	3.5	3	5.5	1.5	1.5	2	0	17	3	2.5	0.5	1	0	2	9	26

USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: USAID/Mexico, Post 523

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02	0	0	0	0
Project Dvpm Officer - 94				
Support Management				
EXO - 03				
Controller - 04				
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Secretary - 05 & 07				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50				
Education - 60				
General Dvpm. - 12*	1	2	2	2
RUDO, UE-funded - 40				
Total	2	3	3	3

*GDO - 12: Officer manages activities in several technical areas, none of which predominate. See R4 Cover Memo concurring new position recommendations.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

OPERATING EXPENSES

Org. Title: USAID/Mexic _____		Overseas Mission Budgets								
Org. No: 523 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	66.7		66.7	73		73	75		75
	Subtotal OC 11.1	66.7	0	66.7	73	0	73	75	0	75
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0		0			0	0		0
11.5	FNDH	6.8		6.8	8		8	9		9
	Subtotal OC 11.5	6.8	0	6.8	8	0	8	9	0	9
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0		0	0		0	0		0
11.8	FN PSC Salaries	169.5		169.5	185		185	190		190
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0	0		0	0		0
	Subtotal OC 11.8	169.5	0	169.5	185	0	185	190	0	190
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	9		9	10		10	10		10
12.1	Cost of Living Allowances	3		3	4		4	4		4
12.1	Home Service Transfer Allowances	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	0		0	0		0	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	2		2	4		4	6		6
12.1	Other FNDH Benefits	19.1		19.1	22		22	24		24
12.1	US PSC Benefits	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	6		6	10		10	12		12
12.1	Other FN PSC Benefits	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0
	Subtotal OC 12.1	39.1	0	39.1	50	0	50	56	0	56

OPERATING EXPENSES

Org. Title: USAID/Mexic _____		Overseas Mission Budgets								
Org. No: 523 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	4.6		4.6	5		5	6		6
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	0		0	5		5
21.0	Assignment to Washington Travel	0		0	0		0	5		5
21.0	Home Leave Travel	2		2	2		2	0		0
21.0	R & R Travel	1.4		1.4	1.5		1.5	0		0
21.0	Education Travel	0		0	0		0	0		0
21.0	Evacuation Travel	0		0	0		0	0		0
21.0	Retirement Travel	0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel	0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel	0		0	0		0	0		0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	3.1		3.1	5		5	6		6
21.0	Site Visits - Mission Personnel	27.1		27.1	40		40	38		38
21.0	Conferences/Seminars/Meetings/Retreats	7.9		7.9	5		5	6		6
21.0	Assessment Travel	0		0	0		0	0		0
21.0	Impact Evaluation Travel	0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0
21.0	Recruitment Travel	0		0	0		0	0		0
21.0	Other Operational Travel	1.2		1.2	2		2	3		3
	Subtotal OC 21.0	47.3	0	47.3	60.5	0	60.5	69	0	69
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	0		0	10		10
22.0	Home Leave Freight	2		2	2		2	0		0
22.0	Retirement Freight	0		0	0		0	8		8
22.0	Transportation/Freight for Office Furniture/Equip.	1		1	1		1	1		1

OPERATING EXPENSES

Org. Title: USAID/Mexic _____			Overseas Mission Budgets								
Org. No: 523 _____			FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.		1		1	2		2	1		1
	Subtotal OC 22.0		4	0	4	5	0	5	20	0	20
23.2	Rental payments to others		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space		1.7		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space		1		1	1		1	1		1
23.2	Rental Payments to Others - Residences		66.1		66.1	68		68	70		70
	Subtotal OC 23.2		68.8	0	67.1	69	0	69	71	0	71
23.3	Communications, utilities, and miscellaneous charges		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		5		5	6		6	7		7
23.3	Residential Utilities		1.5		1.5	2		2	2		2
23.3	Telephone Costs		8.5		8.5	9		9	10		10
23.3	ADP Software Leases		0		0	0		0	0		0
23.3	ADP Hardware Lease		0		0	0		0	0		0
23.3	Commercial Time Sharing		1		1	2		2	2		2
23.3	Postal Fees (Other than APO Mail)		0		0	0		0	0		0
23.3	Other Mail Service Costs		0		0	0		0	0		0
23.3	Courier Services		2.8		2.8	3		3	3		3
	Subtotal OC 23.3		18.8	0	18.8	22	0	22	24	0	24
24.0	Printing and Reproduction		1		1	1.5		1.5	1.5		1.5
	Subtotal OC 24.0		1	0	1	1.5	0	1.5	1.5	0	1.5
25.1	Advisory and assistance services		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations		0		0	0		0	0		0
25.1	Management & Professional Support Services		0		0	0		0	0		0
25.1	Engineering & Technical Services		5		5	0		0	0		0
	Subtotal OC 25.1		5	0	5	0	0	0	0	0	0
25.2	Other services		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards		0		0	0		0	0		0
25.2	Residential Security Guard Services		0		0	0		0	0		0
25.2	Official Residential Expenses		0		0	0		0	0		0
25.2	Representation Allowances		0.4		0.4	0.4		0.4	0.5		0.5
25.2	Non-Federal Audits		0		0	0		0	0		0

OPERATING EXPENSES

Org. Title: USAID/Mexic _____		Overseas Mission Budgets								
Org. No: 523 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0		0	0		0	0		0
25.2	Vehicle Rental	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0
25.2	Other Miscellaneous Services	0		0	0		0	0		0
25.2	Staff training contracts	0		0	0		0	0		0
25.2	ADP related contracts	0		0	0		0	0		0
	Subtotal OC 25.2	0.4	0	0.4	0.4	0	0.4	0.5	0	0.5
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	43		43	48		48	50		50
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0
	Subtotal OC 25.3	43	0	43	48	0	48	50	0	50
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2		2	2		2	3		3
25.4	Residential Building Maintenance	0		0	0		0	0		0
	Subtotal OC 25.4	2	0	2	2	0	2	3	0	3
25.6	Medical Care	0	0		0			0		
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0
25.7	Storage Services	0		1.7	2		2	2		2
25.7	Office Furniture/Equip. Repair and Maintenance	2		2	2		2	2		2
25.7	Vehicle Repair and Maintenance	1		1	2		2	2		2
25.7	Residential Furniture/Equip. Repair and Maintenance	0		0	1.6		1.6	2		2
	Subtotal OC 25.7	3	0	4.7	7.6	0	7.6	8	0	8
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

OPERATING EXPENSES

Org. Title: USAID/Mexic _____			Overseas Mission Budgets								
Org. No: 523 _____			FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials		2.2		2.2	3		3	3		3
	Subtotal OC 26.0		2.2	0	2.2	3	0	3	3	0	3
31.0	Equipment		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		0		0	2		2	2		2
31.0	Purchase of Office Furniture/Equip.		0		0	2		2	1		1
31.0	Purchase of Vehicles		0		0	0		0	0		0
31.0	Purchase of Printing/Graphics Equipment		0		0	0		0	0		0
31.0	ADP Hardware purchases		4.7		4.7	4		4	5		5
31.0	ADP Software purchases		1.5		1.5	5		5	4		4
	Subtotal OC 31.0		6.2	0	6.2	13	0	13	12	0	12
32.0	Lands and structures		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)		0		0	0		0	0		0
32.0	Purchase of fixed equipment for buildings		0		0	0		0	0		0
32.0	Building Renovations/Alterations - Office		50		50	2		2	3		3
32.0	Building Renovations/Alterations - Residential		0		0	0		0	0		0
	Subtotal OC 32.0		50	0	50	2	0	2	3	0	3
42.0	Claims and indemnities		0		0	0		0	0		0
	Subtotal OC 42.0		0	0	0	0	0	0	0	0	0
TOTAL BUDGET			533.8	0	533.8	550	0	550	595	0	595

Additional Mandatory Information

Dollars Used for Local Currency Purchases

420

435

460

Exchange Rate Used in Computations

9.5 _____

11 _____

12 _____

**

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

8

14

18

Organization: USAID/Mexico

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	8.0		8.0	14.0		14.0	18.0		18.0
Withdrawals	0.0		0.0	0.0		0.0	0.0		0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate 9.5 11.0 12.0

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate 9.5 11.0 12.0

Supplemental Information Annexes

Information Annex Topic: Environmental Impact

Strategic Objective 1: Critical Ecosystems and Biological Resources Conserved and Strategic Objective 2: Carbon Dioxide Emissions and Pollution Reduced

In March of 1998 LAC/DR/E and USAID/M reviewed and approved a revised Initial Environmental Examination for the Mexico Environmental Management Project (No. 523-4011). This umbrella environmental project currently serves as the obligating instrument for all Mission environment activities. In September 1998, a new Mission Strategy was approved that split our environmental SO2 into SO1 and SO2. As no there was no change in the activities that were once encompassed under the single SO the initial examination should still be valid.

In 1999, the Mexico Fires Program was added to the portfolio. USAID/M's role in this program is via a grants program being administered by the Mexican Nature Fund (FMCN) to address fire prevention and post-fire rehabilitation activities by non-governmental organizations in areas surrounding protected areas. This program will operate in a fashion similar to that of the Endowment Fund as covered under our current IEE. USAID/Mexico with guidance from LAC/DR/E will prepare an amendment to our current IEE to encompass this program.

Strategic Objective 3: More Democratic Processes Adopted in Key Government Institutions

The Mission Director has determined that SO4 activities qualify for a categorical exclusion because they do not have an effect on the natural and physical environment and fall into the categories of technical assistance, training and research. USAID/Mexico with guidance from LAC/DR/E will prepare an IEE to encompass this program.

Strategic Objective 4: Enhanced quality and sustainability of HIV/AIDS/STI services in target areas

The Mission Director has determined that SO4 activities qualify for a categorical exclusion because they do not have an effect on the natural and physical environment and fall into the categories of technical assistance, training and research. USAID/Mexico with guidance from LAC/DR/E will prepare an IEE to encompass this program.

Strategic Objective 5: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

Component 1: A categorical exclusion was approved on December 6, 1999 (LAC-IEE-00-04). It is not likely that a new or amended IEE will be needed in the coming year since we do not plan to alter the strategic objective and intermediate results in FY 2001.

Component 2: The tuberculosis strategic objective, intermediate results, and related activities are in compliance with the previously approved Initial Environmental Examination.

Information Annex Topic: Updated Results Framework

SO 1: Critical Ecosystems and Biological Resources Conserved

- IR 1.1 Improved Management of Target Protected Areas and Other Critical Ecosystems
- IR 1.2 Demonstration and Implementation of Sustainable Use Activities in Biologically Important Areas
- IR 1.3 Improved Policy Framework for Conservation and Sustainable Use of Biological Resources
- IR 1.4 Improved Mexican NGO and Professional Capability for Conservation and Sustainable Use of Resources
 - Sub-IR 1.4.1 Mexican Nature Conservation Fund Fully Operational and Fulfilling its Environmental Mandate

SO 2: Carbon Dioxide Emissions and Pollution Reduced

- IR 2.1 Adoption of Resource Management Systems (RMS) and Renewable Energy Technologies and Practices in Targeted Industries and Municipalities (Replication and Continued Use of the Technologies and Practices Promoted by USAID and its Partners).
 - Sub-IR 2.1.1 Viability of Resource Management Systems (RMS) Technologies Demonstrated at the Pilot Level.
 - Sub-IR 2.1.2 Viability of Renewable Energy Technologies Demonstrated at the Pilot Project Level.
 - Sub-IR 2.1.3 Selected Policies in Place that Promote the Use of RMS and Renewable Energy Technologies.
 - Sub-IR 2.1.4 Improved Mexican Institutional Capacity for RMS and Renewable Energy Development.
 - Sub-IR 2.1.5 Financing Available for Adoption of RMS and Renewable Energy Technologies from Private Sector, the GOM and Other Donors. (Independent of USAID assistance).

SO 3: More Democratic Processes Adopted in Key Government Institutions

- IR 3.1 More Effective Local Governance in Target Areas
 - Sub-IR 3.1.1 Increased Municipal Capacity to Deliver Services
 - Sub-IR 3.1.2 Mechanisms for citizen participation developed
 - Sub-IR 3.1.3 Increased availability of information concerning government functions and citizens' responsibilities
 - Sub-IR 3.1.4 Increased sustainability of target CSOs
- IR 3.2 Permanent Structures Strengthened to Enhance Congress' Legislative Function
 - Sub-IR 3.2.1 Existence of a multi-party process to further strengthen the legislative function
 - Sub-IR 3.2.2 Increased access to information for lawmaking and legislative analysis
- IR 3.3 Intermediate Result 3.3: More Efficient Administration of Justice in Target State Courts
 - Sub-IR 3.3.1 Increased access to justice
 - Sub-IR 3.3.2 Professionalization of judges

SO 4: Enhanced quality and sustainability of HIV/AIDS/STI services in target areas

- IR 4.1 Improved HIV/AIDS/STI policy environment at the national and sub-national level
- IR 4.2 Increased capacity of governmental and non-governmental partners to deliver HIV/AIDS/STI services

SO 5: A sustainable and effective institutional capacity developed to diagnose, control and monitor tuberculosis in target areas

- IR 5.1: Improved national and local political and administrative commitment to a tuberculosis control program
- IR 5.2: Increased use of laboratory-based diagnosis to identify tuberculosis cases
- IR 5.3: Improved directly observed therapy meeting strict case definitions
- IR 5.4: Improved mechanisms for monitoring program activities

Information annex topic: Humanistic Success stories

1. Responding to HIV/AIDS through Personal Courage and Dedication

Dr. Jorge Saavedra is a "champion" within the health sector in Mexico. With a medical degree from the National Autonomous University and two Master's degrees from Harvard - one in Health Administration and Policies (1991), the other in Public Health (1992) - the former economics professor and World Bank consultant appeared destined for a bright future within Mexico's Secretariat of Health (SSA). But in 1995 Dr. Saavedra became gravely ill, tested positive for HIV, and shortly thereafter, was diagnosed in the final stage of AIDS. Through the use of new AIDS drugs, in a matter of a few weeks, Dr. Saavedra made a dramatic recovery and was able to return to work at the SSA. Fearing rejection from colleagues if he revealed his HIV status, he implied that his illness had been due to an unspecified type of cancer.

However, in 1997, when a well known health official in Mexico stated in the press that it would be "immoral" for the government of Mexico to provide HIV drugs since they were very expensive and besides, "they don't work anyway", Dr. Saavedra went public with his own story. A year later, when the (former) director of the Mexican Red Cross declared in the media that condoms were not effective against HIV since they were "known to fail 40% of the time", Dr. Saavedra challenged him to a public debate. Eventually he left the SSA to work exclusively on HIV/AIDS.

When USAID/Mexico and Mexico's National AIDS Prevention Council (CONASIDA) invited USAID's Policy Project to work on improving the policy environment in target states in Mexico, Policy contracted Dr. Saavedra to work on budget allocation issues and prepare the response analysis. As a Policy consultant, he began lobbying the government of the Federal District (Mexico City and environs) to establish an HIV/AIDS program. (Though the Federal District is home to almost 30% of reported AIDS cases in Mexico, it did not have any specific program focusing on HIV/AIDS prevention and care). At first, there was not much of a response. But Dr. Saavedra is a man with a mission and he persisted, always willing to listen to different points of view, but prepared with data and rational arguments to back up his own. Eventually Federal District officials realized that action was needed; they hired Dr. Saavedra as an advisor on HIV/AIDS. Now on the inside, he continued to push for an official response to HIV/AIDS on the part of the Federal District government.

On January 18, 2000, with the personal participation of the Mayor of Mexico City, the Federal District officially created its Council for the Prevention and Control of AIDS (CODFSIDA), and two days later inaugurated the first clinic dedicated to attention and care of people living with HIV. Coordinating the CODFSIDA and Director General of the new clinic is Dr. Jorge Saavedra, a first rate health professional, committed to the fight against AIDS, and an outstanding example of personal courage and determination.

Information annex topic: Humanistic Success stories

2. INTERNATIONAL HIV/AIDS ALLIANCE: NGO STRENGTHENING

When Ninel Diaz, an activist with a well-known Mexican NGO, agreed to participate in the first workshop held by the International HIV/AIDS Alliance, she did so with reluctance. She stated upfront that she did not like to participate in any activities with other NGOs. Strongly committed to her work in AIDS education, she was disdainful of work with other organizations, which she described as "a waste of time and a lot of hot air". However, after taking part in Alliance activities bringing together other NGOs, Ninel's attitude changed dramatically.

Today Ninel is one of the most enthusiastic promoters of collaboration and work in common, not only with regard to the Alliance workshops, but also in other venues such as the Community Forum of the National AIDS Congress in November 1999. In Ninel's words: "Now I believe it is possible to accomplish a lot in union with other organizations, and this has had an effect not only on my work inside my organization, but also has enriched my personal life, since my new attitude of considering others as potential partners has led to a self-confidence and openness I did not have before".

It is small changes like this that add up to major improvements. NGOs in Mexico are beginning to develop a new disposition to collaborate and share information with each other.

Supplemental Information Annex USAID Global Climate Change Report from USAID/Mexico for FY 1999

Overview of Mexico and Global Climate Change

The US Government (USG) identifies Mexico as a key country in the international effort to mitigate global climate change (GCC). Mexico ranks third among developing countries in greenhouse gas (GHG) emissions and its energy demand is growing rapidly. Mexico is also a biologically diverse country with 34 million hectares of forest that sequester large amounts of carbon, but also has one of the highest rates of deforestation in the world. In fact, one third of the Mexico's CO₂ emissions are from land use change.

The USAID/Mexico environment program goals are to ensure long-term conservation of critical ecosystems (SO1) and to reduce CO₂ emissions and pollution from the energy sector (SO2), objectives that are in line with the GCC priorities of the USG. The Mission works primarily to strengthen capacity of Mexican partner institutions and develop demonstration projects that help reinforce the benefits of sustainable energy and land use approaches. This foundation of capacity positions USAID/Mexico well to assist Mexico in developing effective approaches to address GCC. The GOM's favorable attitude toward developing the institutional and technical capacity to address GCC will also assist USAID/Mexico's efforts to address this challenge.

In order to integrate the environmental programs with GCC, USAID/Mexico has developed a project that integrated key elements of the forest conservation and energy programs in Tlalpan, one of Mexico City's municipalities. This project continues to demonstrate ways to achieve direct GCC impacts by promoting conservation and rehabilitation of a forested area, as well as energy efficiency, renewable energy, and pollution prevention activities consistent with local financial and technical capacity. In FY 99 the Mission hired a full-time GCC advisor to expand this type of program integration and to develop and implement a broader GCC strategy aimed specifically at the needs in Mexico

Increased Participation in the UNFCCC

Mexico is committed to addressing GCC and participating in the United Nations Framework Convention on Climate Change (UNFCCC). The government of Mexico (GOM) has established an interagency commission on GCC that seeks to develop a unified governmental approach to the issue. The 1999 National GCC Action Plan for Mexico proposes to open an Office of Mitigation to coordinate Mexico's participation in the UNFCCC (e.g., developing criteria for monitoring and verifying GHG emissions reductions, develop procedures for receiving, evaluating, and approving U.S. Initiative on Joint Implementation [USII] proposals). Mexico is developing its second communication to the UNFCCC that will report an updated GHG inventory.

Through USAID/Mexico assistance Mexico has been developing the capacity to fulfill its obligations under the UNFCCC. For example, USAID/Mexico provided technical assistance in the development of a USII project that improves the energy efficiency of two breweries in the northern part of Mexico. Specifically, the project developed an innovative financing package for new technology. Through a USAID/G/ENV sponsored training program, three Mexican

government technicians were trained on the monitoring and verification of GHG emissions reductions from the energy sector. These participants are now helping develop a database for Mexico aimed at simplifying the process for estimating the GHG impacts (i.e., reductions) of energy efficiency and renewable energy projects.

Reduced GHG Emissions from Land Use, Forestry Activities, and Natural Resource Management

Because land use accounts for one-third of Mexico's CO₂ emissions, atmospheric carbon contributions from this sector can be reduced through improving how land is managed. USAID/Mexico supports forest conservation through building management capacity in critical areas throughout Mexico. The Mexico Parks-in-Peril Program has helped turn 11 areas protected on paper into real parks by working with local NGO's to ensure that properly equipped and trained managers are in place at all sites. This program helps protect more than 1.75 million hectares of forests and is part of one of the most successful conservation programs in Latin America. The Mission has adapted this management-based approach to its other sites and all areas are progressing toward levels of management necessary to support long-term conservation.

USAID/Mexico also helps strengthen conservation in Mexico through its support to the Mexican Nature Conservation Fund (FMCN). Begun in 1994 with a 20 million-dollar endowment from the U.S. Treasury, over the past four years the FMCN has distributed over \$7 million to over 40 institutions and NGO's to support conservation efforts.

Several policies supported by USAID/Mexico and partners have helped promote conservation in FY 1999. Our partners at several sites (e.g., El Ocote, El Triunfo, Rio Lagartos, El Pinacate) have worked with communities to ensure that local development plans are more sustainable, have developed and published park management plans, and have prepared local guidelines for public use of these areas.

Spurred by the 1998 wildfire disaster in Mexico, which emitted significant amounts of carbon into the atmosphere, USAID/Mexico and the GOM are collaborating to promote activities that will mitigate future wildfires and to restore land already destroyed. FY 1999 activities that supported this effort include: (1) a conference promoting collaboration between the GOM and non-governmental organizations (NGOs) that also highlighted policies that contributed to wildfires (e.g., promotion of slash and burn agriculture); (2) training of local fire brigades and technical officials on fire prevention and management of wildfires; and (3) the development of a technical assistance program under which USAID funds activities related to fire prevention and land restoration. Local officials have begun implementing the measures learned in the training sessions. The incidence of fires was significantly lower in the 1999 season. The long-term benefits of this program for climate change will be twofold: to help conserve existing carbon sinks and to build a capacity to re-establish sinks that have been lost.

Reduced GHG Emissions from the Energy Sector, Industry, and Urban Areas

Mexico is an energy-rich country with significant petroleum reserves. Energy delivery is nationalized, with a subsidized pricing structure that provides few incentives for energy efficiency or the promotion of renewable energy sources. As a result, Mexico's energy consumption, based on its GDP, is one of the highest among industrialized countries. Mexico's energy demand is growing so rapidly (7% per year) that it is estimated that energy supply will

fall short of demand within five years, jeopardizing Mexico's economic growth. Consequently, the GOM has proposed privatizing the national electric utility as a way to attract foreign direct investment in the sector and to increase operational efficiencies, though action on this proposal is not expected until sometime after a new President takes office in December 2000. In addition, the GOM has begun to look for energy savings and renewable energy options.

To address the GOM's interest in maximizing the productive use of the increasingly limited supply of energy, the USAID/Mexico energy program promotes technically viable, cost-effective models and demonstration projects to stimulate public and private sector interest in resource management systems (RMS). These projects have demonstrated that such investments are technically sound, and pay for themselves through energy and other (e.g., pollution prevention) savings in a few months to a few years. However, many businesses lack the capital for the initial investment, and relatively high interest rates in the marketplace preclude many projects from being profitable in the near term.

USAID/Mexico's energy efficiency and renewable energy projects have direct GCC impacts. In FY 99 more than 100 renewable energy systems were installed that will generate over 8,600 megawatt-hours (MW-h) of electricity over their lifetimes, that would have otherwise been generated by fossil fuel plants. The majority of this power generation is taking place in the town of San Juanico, Baja California Sur where a large USIJI-approved hybrid renewable energy (wind and photovoltaic) project will avoid the generation of approximately 100,000 metric tonnes of CO₂ emissions over the estimated 30-year lifetime of the project. The remainder of the renewable energy systems also serve to demonstrate the usefulness of the technology and as the basis for a larger scale program by the GOM.

USAID/Mexico also promoted energy savings on the demand side. USAID/Mexico worked with the National Commission for Energy Conservation (CONAE) to audit 37 facilities that generated steam; 24 of the facilities conducted short-term and low-cost upgrades (e.g., improved maintenance) of their systems and additional upgrade options are being studied. USAID/Mexico also helped arrange an innovative performance contract financing package for the project to support development and implementation of an USIJI-approved energy efficiency project at two breweries that will save 40,495 MW-h and reduce CO₂ emissions by approximately 53,270 tonnes over the 10-year lifetime of the project.

USAID/Mexico helped key GOM counterpart agencies to develop two national plans that promote renewable energy through expansion/replication of USAID/Mexico pilot efforts. USAID/Mexico assisted the Secretariat of Agriculture and the Shared Risk Trust Fund (FIRCO), a key program partner, to design and implement a national-scale renewable energy program for productive applications in rural areas (e.g., solar-powered water pumping for agricultural uses). This program is leveraging a total of \$31.4 million in Global Environmental Facility (GEF) and private rural resources to install approximately 1,200 renewable energy systems that will generate over 1 million MW-h of electrical power. Working with the Secretariat of Energy, USAID/Mexico will provide technical assistance to design a national-scale rural electrification program (e.g., power systems for potable water supply, schools, clinics) utilizing renewable energy. This program will leverage \$6.5 million from the GOM.

Through workshops and technical assistance the Mission has expanded the institutional and technical capacity in Mexico to analyze and work with energy efficiency projects and renewable energies, as well as to address clean production problems. In FY 1999, two training events were held: (1) a training workshop for government officials, NGOs, and utility managers on the use and application of renewable energies, and (2), a seminar on clean combustion technology (as part of a G/ENV/EET initiative). In addition, USAID/Mexico provided assistance in developing a handbook outlining procedures for addressing environmental issues related to the expansion of the electricity generation and transmission system. The Missions also provided assistance to the Trust for Energy Efficiency (FIDE) on the use of energy efficient labeling for consumer and industrial products.

Future Prospects

Climate change is already an integral part of USAID/Mexico's country strategy. Several of the major results/indicators in both the biodiversity conservation and energy SOs contribute to the Agency's international climate change mitigation goals. In FY 2000, efforts will continue in forest conservation, wildfire prevention and land restoration, energy efficiency, and renewable energy, and will be reported under indicators for GCC. In addition USAID/Mexico will develop and implement a strategic plan to strengthen Mexico's capacity to participate effectively under the UNFCCC.

Such capacity building will include sending Mexican technical representatives to selected courses and workshops on monitoring and verification of GHG emissions reductions in the forestry sector, macro-economic modeling under GCC, and emissions trading. Training participants will become part of working groups to consider and advise the government and others in Mexico on GCC approaches and policies. The activities of these working groups will help define the role and priorities of the GOM's new Office of Mitigation and guide response to decisions taken in the November 2000 International Conference of the Parties.

USAID/Mexico will collaborate with other USG agencies to ensure a unified and consistent approach to strengthening Mexico's participating in the UNFCCC. Currently, the Mission is working closely with the U.S. Environmental Protection Agency (EPA) to share lessons learned from different initiatives on pollution prevention, as well as on the updating of Mexico's GHG inventory (funded by EPA). The Mission will also be collaborating with EPA on a project designed to increase accuracy of carbon density data for forests in Southern Mexico. With the U.S. Department of Energy (DOE), USAID/Mexico will collaborate on the development of GHG emissions benchmarks for key industries and the development of initiatives to promote energy efficiency in the public sector.

Managing for carbon in land use can be an important conservation tool. USAID/Mexico will be working to better understand how this tool should be used to support work in critical protected ecosystems in Mexico. The DOE financed a pre-feasibility study of marketing carbon to support the Calakmul Biosphere Reserve (a part of the Mission's Parks-in-Peril portfolio). The project design combines forest management, agroforestry and conservation to increase the carbon stored in lands adjacent to the bioserve while working to ensure long-term financial sustainability for the communities involved. USAID/Mexico will examine options for strengthening the capacity

of our partners to use carbon sequestration as part of their future management approach near other target areas in the portfolio.

Both GOM and Mexican NGOs have taken a strong stand to improve environmental conditions in both the rural and urban areas of the country. The effects of natural disasters have highlighted the importance of addressing climate change. Building on its relationships with the GOM and NGO's, and the overall success of its programs, USAID/Mexico is in a strong position to help Mexico meet the challenges and obligations created by this global emergency.

FY99 Climate Change Reporting Guidance - Data Tables

Please fill in the YELLOW cells to complete the table.

Table 1 - Background Information	
Country, Region, Office, or Program Reporting:	Mexico
Name of person(s) completing tables:	David Antonioli
GCC Contact 1:	
SO Team (including SO number):	Heather Huppe (SO1)
GCC Contact 2:	Heather Huppe
SO Team (including SO number):	Jorge Landa (SO2)
GCC Contact 3:	
SO Team (including SO number):	
Contact Information (USG mail)	USAID/US Embassy/Mexico
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Fax number:	525-525-65354
Email address:	dantonioli@usaid.gov
Other relevant information:	

Please fill in the YELLOW cells to complete the table.

TABLE 2						
Result 1: Increased Participation in the UNFCCC						
Indicator 1: Policy Development Supporting the Framework Convention on Climate Change						
PLEASE SEE BELOW for DEFINITIONS necessary to complete this table.						
Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies	2			Gov't established interagency commission on GCC. A GCC bill outlining how Mexico could integrate GCC into national strategic, energy, and sustainable development goals was considered before Congress (but not approved).	SO1 & SO2	
Emissions inventory	1			Using U.S. EPA resources, Gov't has begun updating national GHG inventory with 1996 numbers.	n/a	
Mitigation analysis				see below		
Vulnerability and adaptation analysis				see below		
National Climate Change Action Plan	1			Gov't published a draft National Action Plan on GCC that presents a summary of the GHG inventory and discusses mitigation, vulnerability, and adaptation analyses.	SO1 & SO2	
Procedures for receiving, evaluating, and approving joint implementation (JI) proposals	1			As part of National Action Plan, Gov't has developed a proposal to establish an Office of Mitigation that would develop/establish procedures for receiving, evaluating, and approving JI proposals.	SO1 & SO2	
Procedures for monitoring and verifying greenhouse gas emissions	1			Gov't has developed a proposal to establish an Office of Mitigation that would develop/establish criteria and procedures for monitoring and verifying GHG emissions reductions.	SO1 & SO2	
Growth baselines for pegging greenhouse gas emissions to economic growth	1			As part of National Action Plan, Gov't has developed a proposal to establish an Office of Mitigation that would develop/establish procedures for establishing growth baselines for GHG emissions.	SO1 & SO2	
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	7	0	0			
TOTAL (number of policy steps achieved):			7			

Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
Adaptation	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
Emissions inventory	Detailed listing of GHG sources and sinks.
Growth Baselines	An approach that would link countries' emissions targets to improvements in energy efficiency.
Joint Implementation (JI)	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
Mitigation	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
National Climate Change Action Plan	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 3					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
Categories		Types of Support Provided (mark with an "X" for each category)		List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity
		Training	Technical Assistance		
Ex: Support for joint implementation activities		1	1	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4
Monitoring and verifying GHG emissions		1		Provided training to 4 gov't officials on monitoring, verification, and certification of GHG emissions reductions from the energy sector.	SO 2
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities			2	Provided technical assistance in the development of a JI project that financed energy efficiency improvements at two breweries. Inaugurated the San Juanico Renewable Energy Project, approved by JI.	SO 2
Other (describe)	Tlalpan Integrated GCC Project		1	Provided technical assistance in the implementation of a project that is promoting energy efficiency, renewable energy, carbon sequestration, and pollution prevention activities.	SO 1 & SO 2
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:		1	3		

Please fill in the YELLOW cells to complete the table.

TABLE 4												
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector												
Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss												
Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks												
PLEASE SEE BELOW for CODES and DEFINITIONS necessary to complete this table.	Location			The Site and USAID's Involvement						Additional information you may have (see codes below)	SO Number for Activity	CN/TN Number for Activity
				Principal Activities (see codes below)	Indicator 1	Area where USAID has conserved carbon (hectares)						
	Area where USAID has initiated activities (hectares)	Predominant vegetation type (see codes below)	Indicator 2a			Predominant managed land type (see codes below)	Indicator 2b					
			Natural ecosystems					Managed lands				
USAID Activity Name	Country	Region, Province, or State	Site									
Ex: Tapajos National Forest Project	Brazil	Para	Tapajos National Forest	1	595,000	A	595,000			1, 2, 3, 5	1	CN-23-222
				2	5,000	A		3				
									400			
Justification for including site:				Site of Tapajos project was included on the basis of demonstrated progress in forest conservation and resulting carbon sequestration benefits.								
1. Debt-for-Nature Selva Lacandona Program (CI)	Mexico	Chiapas	Montes Azules Biosphere Reserve	1	800000	A					SO 1	
				2	26120	A						
				5	248	A						
Justification for including site:				Park management strenthened; communities adopting sustainable technologies								
2. Sea of Cortez Program (CI)	Mexico	Baja California and Sonora	Upper Gulf Reserve	1	164779	M					SO 1	
Justification for including site:				Improved resource use technology being adopted by local community								
3. Integrated Coastal Management Program (URI)	Mexico	Quintana Roo	Xcalak	1	1500	L					SO 1	
				1	1500	M						
Justification for including site:				Community has completed and is vluntarily enforcing marine park management plan								
	Mexico	Chiapas	El Ocote	1	48140	B					SO 1	
	Mexico	Chiapas	El Triunfo Reserve, La Sepultura Conservation	1	119177	B					SO 1	
	Mexico	Campeche	Calakmul	1	723200	C					SO 1	
	Mexico	Quintana Roo	Sian Ka'an Bioserve	1	617265	M					SO 1	

4. Parks in Peril Program (TNC)													
	Mexico	Yucatan	Rio Lagartos	1	47800	N							
	Mexico		Ajos-Bavispe NF and WR	1	184770	C/D							
	Mexico		Loreto Bay NP	1	206580	M							
	Mexico		ISLA Espiritu MBWR	1	9900	M							
	Mexico	Yucatan	Rio Lagartos/Rlo Celestun	1	59100	N						SO 1	
	Mexico	Chiapas	La Encrucijada Biosphere Reserve	1	134670	C						SO 1	
	Justification for including site:			All sites have management and conservation plans and are on track for reaching adequate management									
	5. Los Chimalapas (WWF)	Mexico	Chiapas	San Miguel Chimalapa	1	150000	A						SO 1
Justification for including site:			No FY 99 funing in this site, but site managment was strengthened through USAID funidng										
6. Los Chimalapas (WWF)	Mexico	Chiapas	Santa Maria Chimalapa	1	450000	A						SO 1	
Justification for including site:			No FY 99 funing in this site, but site managment was strengthened through USAID funidng										
7. Tlalpan Forest Conservation Project	Mexico	Mexico City	Delegacion Tlalpan	1	200	C/D							
				1	700	C/D							
				3	400	C/D							
Justification for including site:			Site management plan complete, forest monitoring begun										
Total area (hectares):				3,746,049	Total area:	0	Total area:	0					
Note: If you need to list more than 15 activities in this table, please create a second copy of this spreadsheet, following the instructions at bottom.													

C/D represents a mixed oak/pine forest very common in Mexico

Codes for Land Use and Forestry Sector Indicators									
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
1	Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps
2	Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	Agroforestry systems: Greater than 15% of the area under trees	2	Geo-referenced site coord-inates
3	Afforestation/reforestation/plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees	3	Biomass inventory
4	Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	Protected areas	4	Rainfall data
5	Sustainable agriculture	E	Boreal forest	L	Swamp and marsh			5	Soil type data
		F	Temperate woodland	M	Coastal mangrove				
		G	Tropical open forest / woodland	N	Wetlands				

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for “natural areas” (2a) and “managed areas” (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> - tree inventorying, marking and mapping; - careful planning and marking of skidder trails; - vine cutting prior to harvest, where appropriate; - directional felling of trees; - appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal) - proper road and log deck construction; - a trained work force and implementation of proper safety practices; - fire mitigation techniques (fire breaks); - existence of a long-term management plan. <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been “certified” as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
Agroforestry	<p>Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak).</p> <p>Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.</p>

Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven <ul style="list-style-type: none"> - no-tillage or reduced tillage - erosion control/soil conservation techniques, especially on hillsides - perennial crops in the system - higher crop yields through better nitrogen and soil management - long-term rotations with legumes - the use of organic mulches, crop residues and other organic inputs into the soil - better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based agrochemicals which increase emissions.

Special Instructions: Creating a Copy of this Spreadsheet	
Step 1	Finish filling any cells you are working on and hit " Return " or " Enter ".
Step 2	Then click on " Edit " in the menu bar, above. Go down and click on " Move or Copy Sheet ". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse and clicking on the "T4-2.1 Land Use" tab near the bottom of the screen.)
Step 3	Next, scroll down in the dialog box and click on " T4-2.1 Land Use ".
Step 4	Next, click on the box at bottom to Create a copy .
Step 5	Hit " OK ". A new copy of T4-2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original ntext when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 5							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE BELOW for DEFINITIONS necessary to complete this table.							
Policy Measure	Scope or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning	S			2	Modification of development strategies in El Ocoite region that has resulted in Mexican agencies promoting improved land use programs. Implementation of regulation promoting traditional farming techniques -- non complying farmers sanctioned by ejido. Creation of Natural Resource Management Agency within local government of Baja California Sur.		
Facilitates sustainable forest management	S	1			Collaborative initiatives with Maya Bioserve in Guatemala.		
Facilitates establishment and conservation of protected areas	S	3	1	2	Rio Lagartos officially re-declared as Biosphere Reserve, affording highest protection under Mexican law. Publication of management plans for Rio Lagartos and El Triunfo reserves. Manual of public sector responsibilities and document outlining public use standards for El Pinar being prepared. Regulations for natural protected areas being reviewed. Environmental regulations and ecological zoning in Quintana Roo being reviewed. Re-initiating system for protected natural areas in Sonora.		
Improves integrated coastal management	N/S	1	3	1	Xcalak management plan locally adopted and voluntarily enforced by community. Coastal management policy defined for Xcalak has been defined by GOM and has been incorporated into planning process for Costa Maya. GOM has adopted best practices for management of coastal resources. Community planning adopted for Laguna Guerrero and Los Raudales. Participation by GOM in Meso American Reef Initiative that hopes to improve coordination along reef.		
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)	Fire Protection	N	1		Proposed changes to Forest Fire Prevention and Control law that would reduce slash and burn agriculture.		
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		6	4	5			
		Total (number of policy steps achieved):		15			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

TABLE 6							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions							
PLEASE SEE BELOW for DEFINITIONS necessary to complete this table.		Source of Leveraged Funds	Describe methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
Activity Description							
Ex	National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Ex	Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
1	Parks in Peril	Local and Federal Governments	Funding reported in workplans	\$2,292,099	\$0	SO 1	
		Mexican Fund for the Conservation of Nature	Funding reported in workplans	\$417,734	\$44,000	SO 1	
		NGOs/Foundations	Funding reported in workplans	\$682,919	\$397,686	SO 1	
		World Bank/GEF	Funding reported in workplans	\$24,200	\$116,250	SO 1	
		Private Sector	Funding reported in workplans	\$53,900	\$0	SO 1	
2							
3							
4							
5							
6							
Total:				\$3,470,852	\$557,936		

It should be noted that USAID/Mexico does not request partners to provide leveraging information, so the amounts reported here are not comprehensive.

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 6				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Number of institutions strengthened to address GCC issues		Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: Number of NGOs	4	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
Number of NGOs	8 (direct); 26 (indirect)	Conservation International, Environmental Enterprise Assistance Fund, Environmental Law Institute, Fondo Mexicano para la Conservacion de la Naturaleza (21 grantees), Partners of the Americas/Programa de Cuerpos de Conservacion Mexicanos, PRONATURA, The Nature Conservancy (5 subs), Amigos de Sian Ka'an	SO 1	
Number of Private Institutions				
Number of Research/Educational Institutions	3	University of Quintana Roo, Universidad Nacional Autonoma de Mexico, University of Rhode Island	SO 1	
Number of Pubic Institutions	1	Mexican Fires Program -- SEMARNAP/INE, Secretariat of Agriculture (SAGAR)	SO 1	
Total Number of Institutions Strengthened:	4			

Please fill in the YELLOW cells to complete the table.

Table 8					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
Category	Types of Support Provided (mark with an "X" for each category)		List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
	Training	Technical Assistance			
Ex: Advancing sustainable forest management	1	1	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning	X (7)	X (1)	Various workshops on: monitoring of sites, sustainable development, exotic species, participatory methods for regional planning, pollinators, conflict resolution for environmental issues, and GIS training. Technical assistance on management and watershed conservation.	SO 1	
Advancing sustainable forest management	X (2)		Workshops on fire prevention. Also training on managing forest fires, including: disaster administration, fire fighting (basic and advanced), and radio and helicopter training	SO 1	
Advancing establishment and conservation of protected areas	X (4)	X (3)	Held workshops on ecotourism planning, strategic planning for reserve directors, techniques for managing rescues and leaving no trace, and nature guide trainings. Assisted in the demarcation of the "no fish zone" in Xcalak Marine Park, provided technical assistance for conservation, and assisted in providing financial planning for natural protected areas.	SO 1	
Advancing integrated coastal management	X (3)	X (3)	Provided training on: first aid and scuba diving, best coastal practices and sustainable tourism, reef monitoring. Technical assistance included strengthening NGOs, conducting monthly seminar at University of Quintana Roo on relevant topics, and building latrines.	SO 1	
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)		X (1)	Training on the use of solar equipment for protected natural areas	SO 1	
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	16	7			

Please fill in the YELLOW cells to complete the table.

TABLE 9												
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas												
Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)												
PLEASE SEE BELOW for CODES necessary to complete this table.		3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)			SO number for Activity	CN/TN Number for Activity
		MW-h produced in electricity generation	BTU's produced in thermal combustion	Fuel type replaced (use codes)	MW-h saved	BTU's saved in thermal combustion	Fuel type saved (use codes)	MW-h saved	BTU's saved in thermal combustion	Fuel type saved (use codes)		
Activity												
Ex	Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Ex	Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Ex	Power Sector Retrofits							912,733		T	2.1	CN-120-97
1	Mexico Renewable Energy Program	890		48% - J, 26% - C, 18% - hydro, 8%-geothermal							SO 2	
2	San Juanico RE Hybrid System	7700		J							SO 2	
3	Steam Efficiency Project: New Measures					1,041,592	H				SO 2	
4	Chemical Sector Retrofits				26,338		H				SO 2	
5	EEAF: The CCM Breweries Project				40,495		J	40495		J	SO 2	
6												
7												
8												
Totals:		8590	0		66,833.00	1,041,592		40495	0			

PLEASE SEE BELOW for CODES necessary to complete this table.		3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)				3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture	SO number for Activity	CN/TN Number for Activity
		MW-h produced in electricity generation	BTUs produced in thermal combustion	Old fuel type (use codes)	New fuel type (use codes)	Tonnes of methane	Tonnes of nitrous oxide		
Activity									
Ex	Clean Fuels Program	4,551		H	FF			2	CN-120-97
Ex	Municipal Landfill Proj.					450		2	CN-120-97
Ex	Sust. Ag. & Devt. Proj.						575	2	CN-120-97
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
Totals:		0	0			0		0	

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fuels
		BB	Coke oven/gas coke
		CC	Coke oven gas
Gaseous Fossil		DD	Blast furnace gas
		EE	Natural gas (dry)
		Biomass	
GG	Liquid biomass		
HH	Gas biomass		

Please fill in the YELLOW cells to complete the table.

TABLE 10							
Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas							
Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions							
PLEASE SEE BELOW for DEFINITIONS necessary to complete this table.	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Policy Measure							
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes	N	1			Develop policies to promote cleaner production and environmental management in Mexico.	SO 2	
Facilitates the use of renewable energy technologies	N	2	1		Assistance to Mexico Renewable Energy Program: (1) Support to FIRCO-ALIANZA Program; (2) Support to FIRCO-GEF/World Bank Program; (3) Technical assistance to Secretariat of Energy on Off-Grid Renewable Energy Rural Electrification Program	SO 2	
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		3	1	0			
		Total (number of policy steps achieved):		4			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 11					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions					
Activity		Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Ex	Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
1	Mexico Renewable Energy Program	104	104	SO 2	
2	San Juanico RE Hybrid System	1	1	SO 2	
3	Steam Efficiency Project: New Measures	37	24	SO 2	
4	Chemical Sector Retrofits	4	4	SO 2	
5	EEAF: The CCM Breweries Project	2	1	SO 2	
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
Total:		148	134		

Please fill in the YELLOW cells to complete the table.

TABLE 12							
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas							
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions							
PLEASE SEE BELOW for DEFINITIONS necessary to complete this table.		Source of Leveraged Funds	Describe methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
Activity Description							
Ex	National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98, called the Renewables for Economic Devt Proj.	\$120,000	\$2,500,000	2	CN-577-92
1	Mexico Renewable Energy Program	DOE, World Bank/GEF	DOE direct buy-in to USAID. World Bank/GEF funded replication of NREP.	\$500,000	\$31,300,000	SO 2	
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
Total:				\$500,000	\$31,300,000		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including: - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 13				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 6a: Increased Capacity to Address Global Climate Change Issues				
Number of institutions strengthened to address GCC issues		Names of Associations, NGO's or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Example: Number of NGOs	5	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
Number of NGOs	5	Centro Mexicano para la Producción Más Limpia (CMPL), Asociación de Técnicos Profesionistas en Aplicaciones Energéticas (ATPAE), Asociación Nacional de Energía Solar (ANES), Fondo para Proyectos de Prevención de la Contaminación (FUNTEC), Sociedad para las Energías Renovables de Quintana Roo	SO 2	
Number of Private Institutions	1	Fideicomiso para el Ahorro de Energía Eléctrica (FIDE)	SO 2	
Number of Research/Educational Institutions	3	Instituto de Investigaciones Eléctricas (IIE), Instituto de Ingeniería de la UNAM, Centro de Investigaciones en Energía (CIE)	SO 2	
Number of Public Institutions	4	Secretaría de Medio Ambiente, Recursos Naturales, y Pesca (SEMARNAP), Instituto Nacional de Ecología (INE), Comisión para el Ahorro de Energía (CONAE), Fideicomiso de Riesgo Compartido (FIRCO)	SO 2	
Total Number of Institutions Strengthened:	13			

Supplemental Annexes

Supplemental Annexes 1 and 2: SO2 Carbon Dioxide Emissions and Pollution Reduced

Annex 1: Long Term Policy Objectives for SO2

RMS-ENERGY EFFICIENCY (EE): (value: 100%, achieved in FY99: 80%)

1. Completion of 17 energy efficiency standards; (value: 20%, achieved in FY99: 20%)
2. Selected regulations/incentives and developed and approved to complement the legal regulatory framework; (value: 20%, achieved in FY99: 20%)
3. New policies implemented by the Secretariat of Energy, related to the implementation of national scale of energy efficiency programs; (value: 20%, achieved in FY99: 20%)
4. Assessment of barriers and promote incentives to approve the energy efficiency law; (value: 20%, achieved in FY99: 20%)
5. Reforms and additions to the Energy Efficiency Law, which will make the above standards mandatory; (value: 20%, achieved in FY99: 0%)

RMS-POLLUTION PREVENTION (PP): (value: 100%, achieved in FY99: 90%)

1. Assessment of barriers to pollution prevention in selected industrial sectors; (value: 20%, achieved in FY99: 20%)
2. Develop policies and incentives that eliminate barriers and promote pollution prevention approved; (value: 20%, achieved in FY99: 20%)
3. Carry out Public reviews of proposed policies/incentives options for pollution prevention; (value: 20%, achieved in FY99: 20%)
4. Approved revisions to the legal/policy framework; (value: 20%, achieved in FY99: 20%)
5. New policies implemented by the Secretariat of Environment, related to the implementation of pollution prevention national scale programs; (value: 20%, achieved in FY99: 10%)

RENEWABLE ENERGY (RE): (value: 100%, achieved in FY99: 80%)

1. Formal inclusion of renewable energy technologies in the Alianza para el Campo Program managed by the Secretariat of Agriculture;
2. Selected Policy frameworks for renewable technologies developed and applied to energy efficiency initiatives (i.e, solar hot water systems);
3. New Policies implemented by the Secretariat of Agriculture level, related to the implementation of their GEF program on productive use applications of renewable energy technologies;
4. Carry out Public reviews of proposed policies/incentives options for renewable energy; (value: 20%, achieved in FY99: 20%)
5. New policies implemented by the Secretariat of Energy as they initiate their GEF program on rural electrification; (value: 20%, achieved in FY99: 0%)

Annex 2 : Institutional Strengthening Index and baseline values for SO2 Institutional Index

The 5 pre-specified categories are: 1) Leadership; 2) Programs; 3) Human Resources; 4) Financial Resources, and 5) Communications.

The system for evaluating the five pre-specified categories are:

- 1) 1-3 points: Training activities are urgent. Partner organizations' achievements are minimal and are inconsistent with its missions expectations.
- 2) 4 - 7 points: Training is clearly needed to help partner organizations to better define their strengths and weaknesses.
- 3) 8-10 points: Minimal assistance needed. Partner organization has achieved significant results and has a solid organizational structure. Periodic evaluation processes have been adopted. Clear willingness for Training activities are incorporated into an institutional strengthening program. At this level, the partner organization could be an excellent ally in assisting other institutions.

FY99 Scores for USAID/M's primary SO2 partners.

Category	Institution				
	FIDE	CONAE	ATPAE	CMPL	FIRCO
Leadership	9	8	6	8	7
Programs	8	8	7	8	9
Human Resources	8	8	6	8	6
Financial Resources	10	8	6	6	10
Communications	8	10	7	8	5

SUPPLEMENTAL ANNEX 3: PMP Update for 523-002-01 HIV/AIDS/STIs

The table below shows numbers added to the indicators in the PMP:

SO4 HIV/AIDS/STI Performance Indicators	1998 baseline	Planned targets				
		1999	2000	2001	2002	2003
(1) Number of target states with an increase in annual budget HIV/AIDS/STI	--0--	1	1	2	4	5
(2) Proportion of individuals presenting with specific STIs in SSA primary level health facilities who are managed in an appropriate way	< 20 % *					
(3) Proportion of individuals seeking care in SSA primary level health facilities who are managed in an appropriate way for HIV/AIDS	< 20 % *					
(4) Number of target states with on-going public-private collaborations	--0--	2	4	6	7	8
(5) AIDS Policy Environment Score	50 % (set 1)		55% (set 1) 50% (set 2)	50% (set 3)	60% (sets 1 and 2)	60% (set 3)
(6) Inclusion of HIV/AIDS/STIs in federal basic health package	No	No	No	No	Yes	Yes
(7) Number of target states with three or more new institutional partners starting or significantly increasing their involvement in HIV/AIDS prevention and/or care	--0--	5	5	6	7	7
(8) Number of HIV/AIDS NGOs in target states with improved strategic plans	--0--	13 (oyo)	17	21	25	30
(9) Number of target states meeting or exceeding a score 75 % on state-level HIV/AIDS/STI program strength	--0--	2	2	3	4	6
(10) Number of target states with training strategies for improved STI case management (based on new national standards) in place and adequate resources mobilized	--0--	0	1	3	4	5

*Note: The baselines for these two indicators are *proxies*, derived from SSA data (an annual supervisory review) and average important precursors of quality case management such as training, supervision, availability of condoms and medications, health worker knowledge of existing HIV/AIDS and STI guidelines, and the proportion of pre-natal attenders who are tested for syphilis.

SUPPLEMENTAL ANNEX 4: HIV/AIDS in Mexico
AUDIENCE G/PHN/HN/HIV-AIDS; LAC

In response to POLICY's work in Mexico, there has been a dynamic community response to preventing HIV/AIDS in two of the most seriously affected Mexican states. Since 1998, USAID/Mexico has been providing support to the Government of Mexico to help stop the spread of HIV/AIDS among the country's most vulnerable populations – those living in poverty, in high-tourism areas, and in areas with high levels of migration. The USAID-funded POLICY Project embarked on an innovative program of state-level multisectoral strategic planning in early 1998, to bring together key actors in HIV/AIDS in the ultraconservative state of Yucatan, and in the state of Guerrero, home to Acapulco and a large and poor indigenous community.

The results have been amazing, representing a coming-together of such diverse groups as the Catholic church and gay rights advocates in these states. Perhaps even more impressive, the traditional enmity between government institutions and NGOs working in HIV/AIDS has been all but eliminated in the state of Guerrero. Since the creation of a multisectoral planning group in that state in September 1998, the state secretariat of health and the NGO community have been working hand in hand to develop a strategic plan that encompasses the health, education and tourism sectors; conduct local level IEC campaigns and events to raise awareness, including substantial coverage of HIV/AIDS in the state through the state and national television news; and reach out with the first, local language educational materials to indigenous populations. The Yucatan planning group has carried out a similarly broad range of advocacy and educational activities, including a training course for some 120 health care providers in October 1998. The group obtained funding for the 5-day course from 22 sources, including state and federal government, private sector companies (including Coca Cola, Glaxo Wellcome and many local businesses), and NGOs. In both states, the planning groups have advocated for increased funding to HIV/AIDS, resulting in an increased line item for HIV/AIDS/STI in the state budgets for the year 2000. In the Yucatan, this is the first time that state funds have been allocated specifically to HIV/AIDS/STI (2 million pesos). In Guerrero, the state increased funding by 6% for HIV/AIDS/STI over last year's budget. The Guerrero state secretary of health credited the POLICY-supported planning group, CEMPRAVIH, with influencing the decision to increase funding for HIV/AIDS/STI.

SUPPLEMENTAL Annex 5: AUDIENCE: G/ENV/EET; LAC

Resource Management Systems Initiative (RMSI):

Implementation of the first GCC-oriented project in Mexico at Delegación Tlalpan. During FY99 the first GCC program in Mexico was initiated and implemented at one of the most important municipalities in Mexico City; Delegación Tlalpan. This project included energy efficiency, pollution prevention, environmental management systems, forestry programs, green procurement and environmental awareness training in residential, municipal, industrial and health sectors, with a high commitment from the municipal authorities. The potential of replication of Tlalpan-type of project is high within the other 16 Mexico City delegaciones and the rest of the 2200 municipalities in Mexico. This would lead to a cleaner air quality in one of the most crowded cities in the world; Mexico City. Children and elderly people would be the most benefited.

Development of key institutional strengthening activities with main energy efficiency/pollution prevention partners. USAID/Mexico's key partnerships with in-country organizations (FIDE, CONAE, CMPL and ATPAE) have been strengthened during FY99. Implementation of demonstration projects at the delegación Tlalpan, chemical, and hospital sectors, evaluation of impact of ongoing CFE national energy-efficiency incentive program, support for the design of strategies for including results-oriented policies on cleaner production activities in the Mexican regulatory system, support for the design of national scale programs in high energy-intensive technologies (chillers, pumps and air conditioning), technical assistance to GOM on government "green" procurement (environmentally friendly technologies) and organization of energy efficiency/pollution seminars, conferences and workshops, have allowed to get a substantial progress in the transformation of the Mexican energy and pollution prevention markets during the past year. These institutions are helping the government of Mexico to implement more environmentally friendly programs to reduce the threats of global climate change which is one of the main world issues changing climate patterns affecting our lives.

Mexico Renewable Energy Program:

Several important activities took place during FY99 related to this program: Progress made with Fideicomiso de Riesgo Compartido (FIRCO), in the preparation of a proposal to the Global Environmental Facility (GEF) for the implementation of a first-ever program focused on the broad application of renewable energy technologies in the Mexican agricultural sector for productive applications. The program will support the replication of the FIRCO-USAID/DOE/Sandia results at the national level, through the implementation of demonstration projects, training programs, promotional activities, institutional strengthening, development of new applications, and support for an end-user financing program. The four-year (2000-2003), \$31.3 million program includes \$8.9 million in GEF grant support, \$13.9 million in World Bank financing (under an existing loan package); \$6.9 million from rural producers; and \$1.8 million from the Mexican Government to cover FIRCO internal expenses. This program will help Mexican country peasants to have a constant income in their own communities and maintain high levels of employ with low rate of migration to other Mexican states and therefore, to the United States.

Support to the Secretariat of Energy for the preparation of a proposal to IBRD and GEF for an Off-Grid Rural Electrification Pilot Project. Both IBRD (\$5.0 millions) financing and

GEF (\$1.5 millions) grant funding has been proposed as an important step in creating a growing sustainable market for small-scale renewable energy technologies. Mission (or USAID) contractors (or partner organizations) have been directly involved in the conceptualization of the proposed project, and are assisting the World Bank in the preparation of this project, including through direct participation--under USAID funding--in World Bank Missions. The major innovations this project is designed to introduce in Mexico include a significantly higher degree of user cost recovery and significantly higher involvement of the private sector in delivery of rural energy services. This offers the opportunity to assist the Government of Mexico to shift away from its previous model of nearly full subsidy of off-grid renewable energy systems for household electrification, a model that has proven to be unsustainable and not conducive of the development of a strong renewable energy sector. This program will also help the Mexican government to keep rural communities in their own towns and avoid migration to other Mexican states and to the U.S.

Participation in the installation of the largest renewable energy hybrid system in the Western Hemisphere. USAID/Mexico and the Department of Energy through the Sandia National Laboratories participated in this project in San Juanico, BCS, Mexico. It is estimated that in addition of the environmental positive impact this project will provide to Mexican, it will reduce CO₂ emissions by 80% (3,372 CO₂ metric Tons/year), compared to the emissions from the existing diesel generator providing the same amount of energy. Also, this is an excellent example how renewable energy systems can resolve rural communities energy needs and elevate the quality of life of these communities without affecting the environment. In the past, this community used to have only three hours a day of power and their expectations of a better life were limited. With the installation of this renewable energy system, the community has 24 hours of power a day and their incomes and quality of life have increased substantially.